

2 0 0 1

January						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
February						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			
March						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
April						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
May						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
June						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
July						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				
August						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
September						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						
October						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
November						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
December						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

2002

January							February						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2
6	7	8	9	10	11	12	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28		
March							April						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													
May							June						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
							30						
July							August						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3
7	8	9	10	11	12	13	4	5	6	7	8	9	10
14	15	16	17	18	19	20	11	12	13	14	15	16	17
21	22	23	24	25	26	27	18	19	20	21	22	23	24
28	29	30	31				25	26	27	28	29	30	31
September							October						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7			1	2	3	4	5
8	9	10	11	12	13	14	6	7	8	9	10	11	12
15	16	17	18	19	20	21	13	14	15	16	17	18	19
22	23	24	25	26	27	28	20	21	22	23	24	25	26
29	30						27	28	29	30	31		
November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2	1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				

2 0 0 3

January						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
February						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	
March						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
April						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			
May						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
June						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
July						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
August						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
September						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				
October						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
November						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						
December						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

TABLE OF CONTENTS

3- YEAR OVERVIEW CALENDAR	(INSIDE FRONT COVER)
NAVAL LEADER PLANNER USER INFORMATION	2
DEPARTMENT OF THE NAVY CORE VALUES CHARTER	3
MONTHLY CALENDARS (JAN 2002 - MAR 2003)	4
UNDERSTANDING THE COMMAND MANAGED EQUAL OPPORTUNITY PROGRAM.	34
LEADERSHIP CONTINUUM	35
LEADERSHIP TRAINING SITES	36
PRINCIPLES OF NAVAL LEADERSHIP	37
MARINE CORPS LEADERSHIP PRINCIPLES AND TRAITS	40
NAVY PROFESSIONAL READING LIST	41
NAVAL HERITAGE/CORE VALUES READING GUIDE	43
U. S. MARINE READING LIST	46
BIOGRAPHIES	
ARLEIGH BURKE	50
WILLIAM WARD BURROWS	51
JOSEPH JAMES "JOCKO" CLARK	52
JOHN A. DAHLGREN	53
SAMUEL L. GRAVELY, JR.	54
GRACE MURRAY HOPPER	55
JOHN PAUL JONES	56
ERNEST J. KING	57
JOHN ARCHER LEJEUNE	58
MARK A. "PETE" MITSCHER	59
HYMAN RICKOVER	60
JAMES E. WILLIAMS	61
2002 USN SELECTION BOARD SCHEDULE	62
(Subject to Change without Notice)	
PERMANENT PERSONNEL RECORD (MICROFICHE) MANAGEMENT	64
2002 SELECTION BOARD SCHEDULE USMC (OFFICER/ENLISTED)	66
OFFICER PROMOTIONS - WORD FROM THE SECTION HEAD (USMC)	67
SNCO SELECTION BOARD PREPARATION (USMC)	69
FITREP/EVAL/COUNSELING PLANNING CALENDAR	72
PERFORMANCE EVALUATION SYSTEM (MCO 1610.7E)	73
SPECIFIC REQUIREMENTS FOR ADVANCEMENT IN PAYGRADE	74
COMMUNITY MANAGERS/TECHNICAL ADVISORS	75
(Taken from Perspective and Link Magazines)	
MISCELLANEOUS INDEXES	98
PERSONNEL ADMINISTRATION REFERENCES	96
ADDRESS/PHONE DIRECTORY	100
LOCAL NUMBERS	112
FEEDBACK QUESTIONNAIRE	113

NAVAL LEADER PLANNER

USER INFORMATION

For Year 2002, as in previous years, two versions of the Naval Leader Planner are available to the fleet. The 8.5" x 11" planner is in the standard monthly format and the 5.5" x 8.5" planner is in a weekly format that fits into a day planner/organizer binder (7-hole or 3-hole punched).

A limited number of the Naval Leader Planners will be distributed to each command in the Standard Navy Distribution List. Additional planners may be ordered on-line through the Navy Forms Online website. URL is <http://forms.daps.ni1>. Stock numbers are:

Naval Leader Monthly Planner (8.5 x 11)

NAVEDTRA 38219

NSN 0115-LF-984-6200

Naval Leader Weekly Planner (5.5 x 8.5)

NAVEDTRA 38218

NSN 0115-LF-984-7400

The planner will also be made available for downloading via electronic means such as BUPERS Homepage and CNET Homepage.

The Naval Leader Planner is published annually by the Chief of Naval Education and Training. It contains calendars containing important dates, historical information, references, phone numbers, e-mail addresses and other information that may be useful to all Naval Leaders.

Dates for Holy Days and Religious Observances were taken from the Chaplains Resource Board website. Legend for abbreviations used are as follows: B - Buddhist, EO - Eastern Orthodox, GO - Greek Orthodox, J - Jewish, I - Islamic, P - Protestant and RC - Roman Catholic. Historical information was provided by the Naval Historical Center.

A feedback questionnaire is part of the Naval Leader Planner every year. Your comments and suggestions are encouraged. U.S. postage is NOT required to return the questionnaire. Official mail metering or official U.S. postage is authorized for mailing the questionnaire when providing feedback to CNET.

For questions regarding ordering or distribution, the point of contact is Customer Service, Defense Automation and Production Service, DSN 442-2981/2982 or Commercial (215) 697-2981/2982. Point of contact for planner content is Dawn S. Mason who can be reached at DSN 922-8079/Commercial 850-452-8079 or by e-mail at dawn-s.mason@cnet.navy.mil.

Dawn S. Mason, Editor



Department of the Navy CORE VALUES CHARTER



As in our past, we are dedicated to the Core Values of Honor, Courage and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service - active, reserve and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission; deter any conflict around the globe, and if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage and Commitment as our abiding duty and privilege.

"HONOR"

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

I will:

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers and subordinates. Be honest and truthful in my dealings within and outside the Department of the Navy.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

"COURAGE"

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.

I will:

- Have the courage to meet the demands of my profession.
- Make decisions and act in the best interest of the Department of the Navy and the nation, without regard to personal consequences.
- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way.

"COMMITMENT"

The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves.

I will:

- Foster respect up and down the chain of command.
- Care for the personal and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character; professional excellence, quality and competence in all that I do.

January 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<p>PERS-OOH Tidbit: Our Navy team must be comprised of an optimally integrated group of men and women able to work to accomplish the mission. Each member is entitled to be treated fairly with dignity and respect, and must be allowed to work in an environment free of unlawful discrimination.</p>		<p>1</p> <p>New Year's Day Navy SEAL Teams established (1950)</p>	<p>2</p>
		001/364	002/363
<p>6</p> <p>Epiphany (EO)</p>	<p>7</p>	<p>8</p>	<p>9</p>
006/359	007/358	008/357	009/356
<p>13</p>	<p>14</p>	<p>15</p>	<p>16</p> <p>National Good Teen Day</p>
013/352	014/351	015/350	016/349
<p>20</p>	<p>21</p> <p>Birthday of Dr. Martin Luther King, Jr. (Observed)</p>	<p>22</p>	<p>23</p>
020/345	021/344	022/343	023/342
<p>27</p>	<p>28</p>	<p>29</p>	<p>30</p>
027/338	028/337	029/336	030/335

January 2002

THURSDAY	FRIDAY	SATURDAY							
3	4	5	December 2001						
			S	M	T	W	T	F	S
									1
			2	3	4	5	6	7	8
			9	10	11	12	13	14	15
			16	17	18	19	20	21	22
			23	24	25	26	27	28	29
003/362	004/361	005/360	30	31					
10	11	12	February 2002						
			S	M	T	W	T	F	S
								1	2
			3	4	5	6	7	8	9
			10	11	12	13	14	15	16
			17	18	19	20	21	22	23
			24	25	26	27	28		
010/355	011/354	012/353	THIS MONTH						
17	18	19	FITREPS/EVALS Due: USN O-3 (Active) USMC 2ndLt (Active) Capt (Reserve) Midterm Counseling: USN O-6 (Active) O-6 (TAR/Inactive) E-1/2/3 (All)						
017/348	018/347	019/346	Boards convening: USN 10 - Active O-6 Line (PERS 85) 10 - Active O-5 Line Continuation (PERS 813) 14 - Reserve O-6 Line (PERS 86) 14 - TAR O-6 Line (PERS 86) 14 - Active LDO/CWO IP (PERS 811) 24 - 2nd Qtr Spot (PERS 85C) 24 - 2nd Qtr Special (PERS 85C) USMC 07 - Reserve BGen 07 - Reserve Col AR 07 - Reserve LtCol AR 07 - Reserve Maj AR 22 - Reserve Col 28 - Regular LtCol LDO 28 - Regular Maj LDO 28 - SgtMaj through MSgt						
024/341	025/340	026/339	Enlisted Advancement Exam 17 - CPO/E7 Exam						
31									
031/334			Navy College Program www.navycollege.navy.mil						

February 2002

African American History Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
PERS-OOH Tidbit: On 26 July, 1948, President Harry S. Truman, both in response to pressure from Blacks and out of a sense of rightness, issued the historical order, Executive Order 9981, which abolished segregation in all branches of the Armed Forces. This was the most historical and far-reaching order to ever affect Blacks in the military. The Order, in part, stated: "It is the declared policy of the President that there shall be equality of treatment and opportunity for all persons in the Armed Services without regard to race, color, or nationality. . . . "			
3 Navy Supply Corps established (1940)	4 USO Established (1940)	5	6
034/331	035/330	036/329	037/328
10	11	12 Chinese New Year - 4700 (Year of the Horse) Abraham Lincoln's Birthday	13 Ash Wednesday (RC, P)
041/324	042/323	043/322	044/321
17	18 Washington's Birthday (Observed)	19	20
048/317	049/316	050/315	051/314
24	25 Purim begins at sundown (J)	26 Purim (J)	27
055/310	056/309	057/308	058/307

February 2002

THURSDAY	FRIDAY	SATURDAY	
	1	2	JANUARY 2002
			S M T W T F S
			1 2 3 4 5
			6 7 8 9 10 11 12
			13 14 15 16 17 18 19
			20 21 22 23 24 25 26
	National Freedom Day	Groundhog Day	27 28 29 30 31
	032/333	033/332	MARCH 2002
7	8	9	S M T W T F S
			1 2
			3 4 5 6 7 8 9
			10 11 12 13 14 15 16
			17 18 19 20 21 22 23
			24 25 26 27 28 29 30
			31
038/327	039/326	040/325	THIS MONTH
14	15	16	FITREPS/EVALS Due: USN O-2 (Active) USMC WO/CWO (Reserve/Active Reserve) 1stLt (Reserve/Active Reserve) Midterm Counseling: USN O-5 (Active) O-5 (TAR)
Valentine's Day	Nirvana Day (B)		
045/320	046/319	047/318	Boards convening:
21	22	23	USN 04 - Active O-6 Staff (PERS 85) 04 - Active O-5 Staff Continuation (PERS 813) 04 - Active O-3 JAGC (PERS 85) 04 - Active O-3 CHC (PERS 85) 11 - Reserve O-6 Staff (PERS 86) 11 - TAR O-6 Staff (PERS 86) 11 - Reserve O-5 Staff (PERS 86) 11 - TAR O-5 Staff (PERS 86) 19 - Active O-5 Line (PERS 85) 19 - Active O-4 Line Cont (PERS 813) 21 - CNRC Career Recruiter (CNRC) 25 - Reserve O-5 Line (PERS 86) 25 - TAR O-5 Line (PERS 86) 26 - Test Pilot #1 (PERS 446)
Id al-Adha begins at sundown (I)	Id al-Adha (I)		
052/313	053/312	054/311	
28			USMC 12 - Regular Capt
059/306			College Credit for Navy Training www.navycollege.navy.mil

March 2002***Women's History Month***

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<p>PERS-OOH Tidbit: The First Women's Component: The outstanding record of nurses in wartime situations prompted Congress to establish the Army Nurse Corps in 1901. The Corps' 202 charter members formed the first women's component of the U.S. Armed Forces. In 1908 the Navy Nurse Corps (Sacred 20) was authorized. However, women still did not receive benefits, rank, or equal pay, additionally women still did not have the right to vote.</p>			
3 Navy Medical Corp established (1871) Naval Reserve established (1915)	4	5 Seabees established (1942)	6
062/303	063/302	064/301	065/300
10	11	12	13
069/296	070/295	071/294	072/293
17 St. Patrick's Day	18	19	20 First Day of Spring
076/289	077/288	078/287	079/286
24 Palm Sunday (RC, P)	25	26	27 Pesach (Passover) begins at sundown
083/282	084/281	085/280	086/279
31 Easter (RC, P)			
090/275			

March 2002

THURSDAY	FRIDAY	SATURDAY	
	1	2	FEBRUARY 2002
			S M T W T F S
			1 2
			3 4 5 6 7 8 9
			10 11 12 13 14 15 16
		Civil Engineer Corp established (1867)	17 18 19 20 21 22 23
	060/305	061/304	24 25 26 27 28
7	8	9	APRIL 2002
			S M T W T F S
			1 2 3 4 5 6
			7 8 9 10 11 12 13
			14 15 16 17 18 19 20
			21 22 23 24 25 26 27
			28 29 30
066/299	067/298	068/297	THIS MONTH
14	15	16	FITREPS/EVALS Due: USN E-5 (All) W-3/4 (Active) W-1/2/3/4 (TAR/Inactive) USMC Sgt (Active) Midterm Counseling: USN W-1/2 (Active) O-5 (Inactive) O-1/2/4 (TAR/Inactive) E-7/8 (All) Boards convening: USN 11 - Law Education Prog (PERS 4416) 11 - Active O-5 Staff (PERS 85) 11 - Active O-4 Staff Cont (PERS 813) 18 - Active E-9 (PERS 852) 21 - Acq'n Prof Comm #1 (PERS 447) 25 - Trf/Redes #2 (PERS 811) USMC 12 - LtCol (Reserve) 26 - Maj (Reserve)
Muharram I begins at sundown	Muharram I (I)		
073/292	074/291	075/290	
21	22	23	
080/285	081/284	082/283	Enlisted Advancement Exams: 05 - PO1/E6 12 - PO2/E5 19 - PO3/E4
28	29	30	
Pesach (Passover)(J)	Good Friday (RC, P)		
087/278	088/277	089/276	
			Order your SMART this month www.navycollege.navy.mil

April 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
PERS-OOH Tidbit: Servicemembers are responsible for their own career development; therefore,; leaders must provide them with all the tools and resources they need to grow professionally.	1	2	3
	April Fool's Day 091/274	092/273	093/272
7 Daylight savings time begins	8	9 Holocaust Remembrance Day	10
097/268	098/267	099/266	100/265
14	15 Income Tax Returns due	16	17
104/261	105/260	106/259	107/258
21	22 Earth Day	23	24 Administrative Professionals Day
111/254	112/253	113/252	114/251
28 Palm Sunday (GO, EO)	29	30	
118/247	119/246	120/245	

April 2002

THURSDAY	FRIDAY	SATURDAY							
4	5	6	MARCH 2002						
			S	M	T	W	T	F	S
								1	2
			3	4	5	6	7	8	9
			10	11	12	13	14	15	16
			17	18	19	20	21	22	23
			24	25	26	27	28	29	30
094/271	095/270	096/269	31						
11	12	13	MAY 2002						
			S	M	T	W	T	F	S
						1	2	3	4
			5	6	7	8	9	10	11
			12	13	14	15	16	17	18
			19	20	21	22	23	24	25
			26	27	28	29	30	31	
101/264	102/263	103/262	THIS MONTH						
18	19	20	FITREPS/EVALS Due: USN E-9 (All) USMC WO/CWO (Active) 2ndLt (Reserve) Midterm Counseling USN O-4 (Active) O-3 ((TAR/Inactive)						
108/257	109/256	110/255	Boards convening: USN 01 - Active O-4 Line (PERS 85) 01 - Active O-3 Line Cont (PERS 813) 01 - Naval SPECWAR CO/XO Scr (PERS 415) 01 - Active E-8 (PERS 852) 08 - NJROTC Officer (CNET) 08 - NJROTC Enlisted (CNET) 11 - 3rd Qtr Spot Prom (PERS 85C) 11 - Active Special (PERS 85C) 15 - SW LCDR CO/XO Scrn (PERS 413) 22 - Joint Spec Off (JSO)(PERS 45J) 29 - Active O-3 Staff (PERS 85) 29 - Active O-4 Staff (PERS 85) 29 - CEC Post Grad Educ Scr (PERS 4413) 29 - SC Post Grad Educ Scrn (PERS 4412) 29 - Active O-3 Staff Continuation						
25	26	27	USMC 09 - Capt (Reserve) 09 - CWO (Reserve) 22 - GySgt (Regular)						
115/250	116/249	117/248	Match a degree to your rating www.navycollege.navy.mil						

Asian Pacific American Heritage Month

<p>PERS-OOH Tidbit:</p> <p>Private Jose B. Nisperos, Philippine Scouts, (Philippines, 1911) was the first Asian American to receive the Medal of Honor. Of the 59,803 Chinese adult males in the U.S. in 1941, over 20 percent served in the Army during World War II. Smaller numbers served in the Navy and Air Corps. Koreans, Samoans, Fijians, Guamanians and others had an active role in the defeat of Japan. A group of Japanese Americans formed the 442nd Regimental Combat Team and served with distinction in North Africa and Italy, earning over 1,000 Purple Hearts.</p>			
121/244			
5	6	7	8
Orthodox Easter (GO, EO)			V-E Day
125/240	126/239	127/238	128/237
12	13	14	15
Mother's Day	Navy Nurse Corps established (1908)		
132/233	133/232	134/231	135/230
19	20	21	22
Pentecost (RC, P)			
139/226	140/225	141/224	142/223
26	27	28	29
	Memorial Day		
146/219	147/218	148/217	149/216

May 2002

THURSDAY	FRIDAY	SATURDAY							
2	3	4	APRIL 2002						
			S	M	T	W	T	F	S
				1	2	3	4	5	6
			7	8	9	10	11	12	13
			14	15	16	17	18	19	20
			21	22	23	24	25	26	27
			28	29	30				
122/243	123/242	124/241	JUNE 2002						
9	10	11	S	M	T	W	T	F	S
									1
			2	3	4	5	6	7	8
			9	10	11	12	13	14	15
			16	17	18	19	20	21	22
			23	24	25	26	27	28	29
			30						
129/236	130/235	131/234	THIS MONTH						
16	17	18	FITREPS/EVALS Due: USN O-1 (Active) USMC 1stLt (Active) LtCol (Active) Col (Active) Midterm Counseling: USN E-6 (All)						
			Armed Forces Day						
136/229	137/228	138/227	Boards convening: USN 06 - Reserve E-8/9 (PERS 862) 06 - Reserve E-8/9 (TAR) (PERS 862) 13 - Reserve O-4 Line (PERS 86) 13 - TAR O-4 Line (PERS 86) 15 - CNRC Career Rec Force (CNRC) 20 - Active CWO 3 (PERS 85) 20 - Active CWO 3/4 (PERS 85) 20 - Active CWO 3/4 Cont (PERS 813) 20 - Sub War CO/XO Scrn (PERS 42B)						
23	24	25							
Mawlid (Rab'l 12) begins at sundown (I)	Mawlid (Rab'l 12)								
143/222	144/221	145/220							
30	31								
150/215	151/214		Academic Advice www.navycollege.navy.mil						

June 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
PERS-OOH Tidbit: While equal opportunity is a minimum legal requirement, the navy further believes that by valuing people's differences our organization emphasizes and utilizes the creative solutions those differences provide.			
2	3	4	5
153/212	154/211	155/210	156/209
9	10	11	12
160/205	161/204	162/203	163/202
16 Father's Day	17	18	19 Juneteenth
167/198	168/197	169/196	170/195
23 Pentecost (GO, EO)	24	25	26
174/191	175/190	176/189	177/188
30			
181/184			

June 2002

THURSDAY	FRIDAY	SATURDAY	
		1	MAY 2002
			S M T W T F S
			1 2 3 4
			5 6 7 8 9 10 11
			12 13 14 15 16 17 18
			19 20 21 22 23 24 25
			26 27 28 29 30 31
6	7	8	JULY 2002
			S M T W T F S
			1 2 3 4 5 6
			7 8 9 10 11 12 13
			14 15 16 17 18 19 20
			21 22 23 24 25 26 27
			28 29 30 31
157/208	158/207	159/206	THIS MONTH
13	14	15	FITREPS/EVALS Due: USN E-4 (All) USMC BGen (Active) Sgt (Reserve/Active Reserve) SSgt (Reserve/Active Reserve) GySgt (Reserve/Active Reserve) 1stSgt/MSgt(Reserve/Active Reserve) SgtMaj/MGySgt (Reserve/Active Res) Col (Reserve) BGen (Reserve) Midterm Counseling: None Boards convening: USN 03 - CMC Screen #2 (PERS 40FF) 03 - SEA Screen #2 (PERS 40FF) 03 - Res LDO/CWO IP (PERS 911) 03 - TAR Trf/Redes #2 (PERS 4417) 10 - Active O-3 Line (PERS 85) 10 - Reserve E-7 (PERS 862) 10 - Reserve E-7 (TAR)(PERS 862) 10 - NASA Astronaut (PERS 446) 17 - Active E-7 Special (PERS 852) 24 - Reserve O-4 Staff (PERS 86) 24 - TAR O-4 Staff (PERS 86) 24 - Reserve O-3 Staff (PERS 86) 24 - TAR O-3 Staff (PERS 86)
Ascension Day (GO, EO)	Flag Day		
164/201	165/200	166/199	
20	21	22	
	First day of summer		
171/194	172/193	173/192	
27	28	29	
178/187	179/186	180/185	
			Complete your High School Education www.navycollege.navy.mil

July 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
PERS OOH Tidbit: By working together, we can maintain a work environment in which no individual employed by the Navy is advantaged or disadvantaged for being different and where all servicemembers have the opportunity to develop their potential and contribute fully to the mission.	1	2	3
	182/183	183/182	184/181
7	8	9	10
188/177	189/176	190/175	191/174
14	15	16	17
195/170	Bon (B) 196/169	197/168	198/167
21	22	23	24
202/163	203/162	204/161	205/160
28	29	30	31
Parent's Day 209/156	210/155	211/154	212/153

July 2002

THURSDAY	FRIDAY	SATURDAY	
4 Independence Day	5	6	JUNE 2002
			S M T W T F S
			1
			2 3 4 5 6 7 8
			9 10 11 12 13 14 15
			16 17 18 19 20 21 22
			23 24 25 26 27 28 29
185/180	186/179	187/178	30
11	12	13	AUGUST 2002
			S M T W T F S
			1 2 3
			4 5 6 7 8 9 10
			11 12 13 14 15 16 17
			18 19 20 21 22 23 24
			25 26 27 28 29 30 31
192/173	193/172	194/171	THIS MONTH
18	19	20	FITREPS/EVALS Due: USN O-6/7/8 (Active) O-6/7/8 (TAR/Inactive) E-1/2/3 (All) USMC 2ndLt (Active) Capt (Active) Maj (Active) Col (Active Reserve)
			Midterm Counseling: USN O-3 (Active)
25	26	27	Boards convening: USN 08 - Active E-7 (PERS 852) 15 - Reserve O-3 Line (PERS 86) 15 - TAR O-3 Line (PERS 86) 25 - VADM Stockdale Ldrshp Awd (N131L1) 25 - 4th Qtr Spot Prom (PERS 85C) 25 - Active Special Board (PERS 85C) 30 - Test Pilot #2 (PERS 446)
			USMC 15 - SSgt
206/159	207/158	208/157	
			Financial Aid for Education www.navycollege.navy.mil

August 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
PERS-OOH Tidbit: The grievance system requires the trust and confidence of the personnel who must use the system. Too often, it is reported that servicemembers are afraid to use the Navy grievance system because of fear of reprisals. Every member of the command must understand that any act of reprisal will be dealt with swiftly and severely.			
4 Friendship Day 216/149	5 217/148	6 218/147	7 219/146
11 223/142	12 224/141	13 225/140	14 V-J Day 226/139
18 230/135	19 231/134	20 232/133	21 233/132
25 237/128	26 Women's Equality (Suffrage) Day 238/127	27 239/126	28 240/125

August 2002

THURSDAY	FRIDAY	SATURDAY	
1	2	3	JULY 2002
			S M T W T F S
			1 2 3 4 5 6
			7 8 9 10 11 12 13
			14 15 16 17 18 19 20
			21 22 23 24 25 26 27
			28 29 30 31
213/152	214/151	215/150	SEPTEMBER 2002
8	9	10	S M T W T F S
			1 2 3 4 5 6 7
			8 9 10 11 12 13 14
			15 16 17 18 19 20 21
			22 23 24 25 26 27 28
			29 30
220/145	221/144	222/143	THIS MONTH
15	16	17	FITREPS/EVALS Due: USN O-5 (Active) O-5 (TAR/Inactive) Midterm Counseling USN O-2 (Active) Boards convening: USN 05 - Res Aviation Cdr Cmd (PERS 4417) 12 - Cmd - Non-Cmd (Res) (NAVRESFOR) 19 - Reserve CWO 3/4 (PERS 86) 26 - Perm Military Prof (PERS 444) USMC 20 - CWO (Regular)
227/138	228/137	229/136	
22	23	24	
234/131	235/130	236/129	
29	30	31	
Marine Corps Reserve established (1916)		Navy Bureau of Medicine (BUMED) est. (1841)	
241/124	242/123	243/122	Earn your degree at sea www.navycollege.navy.mil

September 2002

Hispanic Heritage Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
1	2 Labor Day	3	4
244/121	245/120	246/119	247/118
8 Grandparents' Day	9	10	11
251/114	252/113	253/112	254/111
15 Yom Kippur begins at sundown (J)	16 Yom Kippur (J)	17 Citizenship Day Department of Defense created (1917)	18
258/107	259/106	260/105	261/104
22	23 First day of Autumn	24	25
265/100	266/099	267/098	268/097
29	30	PERS-OOH Tidbit: Admiral David Glasgow Farragut (1801-70) was the first U.S. Hispanic admiral and he is famed for his brilliant leadership and bravery during his victorious assault of Mobile Bay where he is known to have shouted to his crew, ""Damn the torpedoes! Full speed ahead!"" Admiral Farragut's father, also a U.S. Navy officer, was born on the Spanish island of Menorca.	
272/093	273/092		

(15 September - 15 October)

September 2002

THURSDAY	FRIDAY	SATURDAY	
5	6	7	AUGUST 2002
			S M T W T F S
			1 2 3
			4 5 6 7 8 9 10
			11 12 13 14 15 16 17
			18 19 20 21 22 23 24
			25 26 27 28 29 30 31
248/117	249/116	250/115	OCTOBER 2002
12	13	14	S M T W T F S
			1 2 3 4 5
			6 7 8 9 10 11 12
			13 14 15 16 17 18 19
			20 21 22 23 24 25 26
			27 28 29 30 31
255/110	256/109	257/108	THIS MONTH
19	20	21	FITREPS/EVALS Due: USN E-7/8 (All) W-1/2 (Active) O-5 (Inactive) O-1/2/4 (TAR/Inactive) USMC GySgt (Active) 1stSgt/MSgt (Active) SgtMaj/MGySgt (Active) Capt (Active Reserve) Maj (Active Reserve) LtCol (Active Reserve)
262/103	263/102	264/101	
26	27	28	Midterm Counseling: USN W-3/4 (Active) W-1/2/3/4 (TAR/Inactive) E-5 (All) Boards convening: USN 03 - Med Dept CO/XO Scrn (PERS 4415) 09 - Intell Officer Cdr Sea (PERS 4411) 09 - TAR/Res Major Cmd (PERS 4417) 09 - Seaman to Admiral (CNET) 11 - Crypto Cdr Cmd (PERS 4410) 16 - SW D/H Screen (PERS 412) 16 - Aviation Cdr Cmd (PERS 432) 16 - MSC DUINS (PEERS 4415) 19 - CNRC Career Rec Force (CNRC) 23 - Acq Prof Comm #2 (PERS 447)
269/096	270/095	271/094	
			Enlisted Advancement Exams 05 - PO1/E6 12 - PO2/E5 19 - PO3/E4 Earn your degree at sea www.navycollege.navy.mil

October 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<p>PERS-OOH Tidbit: Loretta Janet Velasquez, a Cuban-born woman, enlisted in the Confederate Army in 1860, masquerading as a man, without her soldier husband's knowledge. She fought at Bull Run, Ball's Bluff, and Fort Donelson, but was detected while in New Orleans and discharged. Undeterred, she re-enlisted and fought at Shiloh until unmasked once more. She then took duty as a spy, working in both male and female guise.</p>		1	2
		274/091	275/090
6	7	8	9
	Child Health Day		
279/086	280/085	281/084	282/083
13	14	15	16
U.S. Navy established (1775)	Columbus Day		National Boss Day
286/079	287/078	288/077	289/076
20	21	22	23
293/072	294/071	295/070	296/069
27	28	29	30
Daylight savings time ends			
300/065	301/064	302/063	303/062

October 2002

THURSDAY	FRIDAY	SATURDAY								
3	4	5	SEPTEMBER 2002							
			S	M	T	W	T	F	S	
			1	2	3	4	5	6	7	
			8	9	10	11	12	13	14	
			15	16	17	18	19	20	21	
			22	23	24	25	26	27	28	
			29	30						
276/089	277/088	278/087	NOVEMBER 2002							
10	11	12	S	M	T	W	T	F	S	
									1	2
			3	4	5	6	7	8	9	
			10	11	12	13	14	15	16	
			17	18	19	20	21	22	23	
			24	25	26	27	28	29	30	
			283/082	284/081	285/080	THIS MONTH				
17	18	19	National Disability Employment Awareness Month							
			FITREPS/EVALS Due: USN O-4 (Active) O-3 (TAR/Inactive) Midterm counseling: USN E-9 (AII) Boards convening: USN (Schedule not avail at time of printing)							
290/075	291/074	292/073	USMC 21 -Reserve SNCO Board (AR, SMCR, IRR)							
24	25	26								
297/068	298/067	299/066								
31										
Halloween										
304/061										
			Voluntary Education www.navycollege.navy.mil							

November 2002

Native American Heritage Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
PERS OOH Tidbit: There are approximately 2 million Native Americans living in the United States of America. The term "Native American" is used to describe the 504 recognized tribes including the 197 Alaskan Native groups such as the Eskimos and the Aleuts. About 100 tribes have become extinct since the arrival of Europeans on American soil. There are roughly 300 Indian reservations in the United States, the largest of which is the Navajo Reservation, which extends throughout 16 million acres in Arizona, New Mexico, and Utah. Two hundred and fifty-five different Indian languages are still spoken by tribes today.			
3	4	5	6
307/058	308/057	Ramadan begins at sundown 309/056	Ramadan (I) 310/055
10	11	12	13
314/051	Veteran's Day 315/050	316/049	U.S. Marine Corps established (1775) 317/048
17	18	19	20
321/044	322/043	323/042	324/041
24	25	26	27
328/037	329/036	330/035	331/034

November 2002

THURSDAY	FRIDAY	SATURDAY	
	1	2	OCTOBER 2002
			S M T W T F S
			1 2 3 4 5
			6 7 8 9 10 11 12
			13 14 15 16 17 18 19
			20 21 22 23 24 25 26
	All Saint's Day (RC)		27 28 29 30 31
	305/060	306/059	DECEMBER 2002
7	8	9	S M T W T F S
			1 2 3 4 5 6 7
			8 9 10 11 12 13 14
			15 16 17 18 19 20 21
			22 23 24 25 26 27 28
			29 31 31
311/054	312/053	313/052	THIS MONTH
14	15	16	FITREPS/EVALS Due: USN E-6 (All) USMC 1stLt (Active) LtCol (Reserve) Midterm Counseling: USN O-1 (Active) Boards convening: (Schedules not avail at time of printing)
318/047	319/046	320/045	
21	22	23	
325/040	326/039	327/038	
28	29	30	
Navy Chaplain Corps established (1775) Thanksgiving Day	Hanukkah begins at sundown	Hanukkah (J)	Servicemembers Opportunity Navy (SOCNAV) www.navycollege.navy.mil
332/033	333/032	334/031	

December 2002

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
1 First Sunday of Advent (RC, P)	2	3	4 Id al-Fitr begins at sundown (I)
335/030	336/029	337/028	338/027
8 Immaculate Conception (RC)	9	10 Human Rights Day	11
342/023	343/022	344/021	345/020
15	16	17	18
349/016	350/015	351/014	352/013
22 First day of Winter	23	24 Christmas Eve	25 Christmas Day (RC, P, EO, GO)
356/009	357/008	358/007	359/006
29	30	31 New Year's Eve	
363/002	364/001	365/000	

December 2002

THURSDAY	FRIDAY	SATURDAY	
5	6	7	NOVEMBER 2002
			S M T W T F S
			1 2
			3 4 5 6 7 8 9
			10 11 12 13 14 15 16
			17 18 19 20 21 22 23
Id al-Fitr (I)		Pearl Harbor Day	24 25 26 27 28 29 30
339/026	340/025	341/024	JANUARY 2003
12	13	14	S M T W T F S
			1 2 3 4
			5 6 7 8 9 10 11
			12 13 14 15 16 17 18
			19 20 21 22 23 24 25
			26 27 28 29 30 31
346/019	347/018	348/017	THIS MONTH
19	20	21	FITREPS/EVALS Due: USN None USMC SSgt (Active) Maj (Reserve) Midterm Counseling: USN E-4 (All) Boards convening: (Schedule not avail at time of printing)
353/012	354/011	355/010	
26	27	28	
First day of Kwanzaa			
360/005	361/004	362/003	
PERS-OOH Tidbit: Policy and guidance on Religious Practices, DOD Directive 1300.17, paragraph C1, states "The Department of Defense places a high value on the rights of servicemembers of the Armed Forces to observe the tenets of their respective religion. It is DOD Policy that requests for accommodation of religious practices should be approved by the Commanding Officer when accommodation will not have an adverse impact on military readiness, unit cohesion, or standards of discipline." What this means: Legally, and by DOD Directive, Commanding Officers should accommodate a srvcemember's religious practices as long as mission effectiveness is not impaired.			Enlisted to Officer Programs www.navycollege.navy.mil

January 2003

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
			1
			New Year's Day 001/364
5	6 Epiphany (EO)	7	8
005/360	006/359	007/358	008/357
12	13	14	15
012/353	013/352	014/351	015/350
19	20 Dr. Martin Luther King's Birthday (Observed)	21	22
019/346	020/345	021/344	022/343
26	27	28	29
026/339	027/338	028/337	029/336

January 2003

THURSDAY	FRIDAY	SATURDAY							
2	3	4	DECEMBER 2002						
			S	M	T	W	T	F	S
			1	2	3	4	5	6	7
			8	9	10	11	12	13	14
			15	16	17	18	19	20	21
			22	23	24	25	26	27	28
			29	30	31				
002/363	003/362	004/361	FEBRUARY 2003						
9	10	11	S	M	T	W	T	F	S
									1
			2	3	4	5	6	7	8
			9	10	11	12	13	14	15
			16	17	18	19	20	21	22
			23	24	25	26	27	28	
009/356	010/355	011/354	THIS MONTH						
16	17	18	FITREPS/EVALS Due: USN O-3 (Active) USMC 2ndLt (Active) Capt (Reserve) Midterm Counseling: USN O-6 (Active) O-6 (TAR/Inactive) E-1/2/3 (All)						
016/349	017/348	018/347							
23	24	25	Boards convening: (Schedule not avail at time of printing) Enlisted Advancement Exam: CPO/E7						
023/342	024/341	025/340							
30	31								
030/335	031/334								

February 2003

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
2 Groundhog Day	3	4	5
033/332	034/331	035/330	036/329
9	10 Id al-Adha begins at sundown (I)	11 Id al-Adha (I)	12
040/325	041/324	042/323	043/322
16	17 Washington's Birthday (Observed)	18	19
047/318	048/317	049/316	050/315
23	24	25	26
054/311	055/310	056/309	057/308

February 2003

THURSDAY	FRIDAY	SATURDAY							
		1 National Freedom Day	JANUARY 2003						
			S	M	T	W	T	F	S
						1	2	3	4
			5	6	7	8	9	10	11
			12	13	14	15	16	17	18
			19	20	21	22	23	24	25
			26	27	28	29	30	31	
032/333		MARCH 2003							
6	7	8	S	M	T	W	T	F	S
								1	
		2		3	4	5	6	7	8
		9		10	11	12	13	14	15
		16		17	18	19	20	21	22
		23		24	25	26	27	28	29
		30		31					
037/328	038/327	039/326	THIS MONTH						
13	14	15	FITREPS/EVALS Due: USN O-2 (Active) USMC WO/CWO (Reserve Active Reserve) 1stLt (Reserve/Active Reserve) Midterm Counseling: USN O-5 (Active) O-5 (TAR)						
		Nirvana Day (B)							
044/321	045/320	046/319	Boards convening: (Schedules not avail at time of printing)						
20	21	22							
051/314	052/313	053/312							
27	28								
058/307	059/306								

March 2003

Women's History Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
2	3	4	5
	Naval Reserve established (1915) Navy Medical Corps established (1871) Muharram 1 begins at sundown (I)	Muharram 1 (New Year's Day)(I)	Ash Wednesday (RC, P)
061/304	062/303	063/302	064/301
9	10	11	12
	Lent begins (GO)		
068/297	069/296	070/295	071/294
16	17	18	19
	St. Patrick's Day Purim begins at sundown (G)	Purim (J)	
075/290	076/289	077/288	078/287
23	24	25	26
082/283	083/282	084/281	085/280
30	31		
089/276	090/275		

March 2003

THURSDAY	FRIDAY	SATURDAY	
		1	FEBRUARY 2003
			S M T W T F S
			2 3 4 5 6 7 8
			9 10 11 12 13 14 15
			16 17 18 19 20 21 22
			23 24 25 26 27 28
		060/305	APRIL 2003
			S M T W T F S
			6 7 8 9 10 11 12
			13 14 15 16 17 18 19
			20 21 22 23 24 25 26
			27 28 29 30
065/300	066/299	067/298	THIS MONTH
13	14	15	FITREPS/EVALS Due: USN E-5 (All) W-3/4 (Active) W-1/2/3/4 (TAR/Inactive) USMC Sgt (Active) Midterm Counseling: USN W-1/2 (Active) O-5 (Inactive) O-1/2/4 (TAR/Inactive) E-7/8 (All)
072/293	073/292	074/291	Boards convening: (Dates not avail at time of printing)
20	21	22	Enlisted Advancement Exam: 04 - PO1/E6 11 - PO2/E5 18 - PO3/E4
079/286	080/285	081/284	
27	28	29	
086/279	087/278	088/277	

UNDERSTANDING THE COMMAND MANAGED EQUAL OPPORTUNITY PROGRAM

To ensure mission readiness, every member of the DoN must be afforded an equal opportunity to become a productive member of the Navy team. Unprofessional behavior destroys trust and confidence among leaders and shipmates, erodes unit cohesion and combat readiness, and is contrary to our core values of Honor, Courage and Commitment.

The Navy has a variety of resources available to Sailors filing or handling both informal and formal complaints in response to unprofessional behavior. The Informal Resolution System (IRS) is the recommended first step in conflict resolution. At the informal stage, address the offending behavior directly with the party responsible. The complainant may request the assistance of a third party to intervene or request training be presented to the workplace on prevention of unprofessional behavior. Every command is required to have a Command Managed Equal Opportunity (CMEO) Manager. The CMEO should be able to assist in the informal resolution process. If these efforts fail, the complainant should request assistance with their Commanding Officer to voice their issues.

If the complainant is unable to resolve the issue informally, the following methods are available to file a formal complaint:

- *File a Navy Equal Opportunity/Sexual Harassment Formal Complaint Form (NAVPERS 5354/2). This should be filed with the command designated point of contact for receiving complaints, most often the Command Managed Equal Opportunity (CMEO) Manager, Administrative Officer, Command Master Chief (CMC), or Executive Officer (XO).*
- *Call the Echelon II Command Inspector General or the Navy Inspector General.*
- *When applicable, file an UCMJ Article 138 (Complaint of wrongs against the Commanding Officer) or NAVREGS 1150 (Redress of wrong committed by a superior, other than the Commanding Officer). Assistance in filing these complaints should be obtained from the local Naval Legal Service Office.*
- *Contact elected officials.*

Within 24 hours of receipt of a formal complaint, the Commanding Officer must be notified.

Within 72 hours, an investigation into the allegations must be initiated. The command must report it via SITREP to their General Courts-Martial Authority (GCMA) and info addressees CNO WASHINGTON DC/NOOE//, COMNAVPERSCOMMILLINGTON TN/PERS00H//, Command's Echelon II Commander and Immediate Superior in Command (ISIC).

For more information about the CMEO Program, contact the Navy Equal Opportunity Office (PERS-00H), Navy Personnel Command, Millington, TN:

Navy Adviceline Phone Number: 1-800-253-0931

Navy Adviceline E-Mail: eo/sh.advice.line@persnet.navy.mil

Or you can visit the PERS-00H website for current policy and training information at:
www.persnet.navy.mil/pers00h

*Fair And Equitable Treatment For All Hands,
By All Hands, At All Times*

LEADERSHIP CONTINUUM

The Navy Leadership Continuum is a career-long continuum of Navy leader development, from recruitment to retirement. A total of eight Leadership Training Courses for officer and enlisted personnel have been developed to form the cornerstone of that continuum. These progressive and sequential courses are all two weeks with the exception of the nine-week Senior Enlisted Academy. Four major themes are the foundation of all the courses: values; responsibility, authority, and accountability of leadership; unity of command, Navy and services and risk management/continuous improvement. The formal leadership training will be periodically reinforced with "booster shots" in warfare/specialty pipeline training, at annual all hands training, and during developmental/professional assignments. Current education and training programs that include leadership modules are being brought into alignment with the continuum themes to ensure consistency and eliminate redundant or conflicting training.

Over 50,000 Navy personnel will attend one of the Leadership Training Courses each year. These are intense, hard-hitting Navy developed courses that are fleet relevant and skills based. There are four enlisted Leadership Training Courses: Second Class Petty Officer, First Class Petty Officer, Chief Petty Officer, and the Command Master Chief/Chief of the Boat Course which is integrated into the 9-week Senior Enlisted Academy (SEA). All enlisted courses, with the exception of the Command Master Chief/Chief of the Boat Course are offered at the Naval Leader Training Units (NLTUs) in Coronado, CA and Little Creek, VA as well as training sites in Bangor WA, Great Lakes IL, Groton CT, Ingleside TX, Kings Bay GA, Lemoore CA, Mayport FL, Pearl Harbor HI, Pensacola FL, Washington DC, Whidbey Island WA, Rota Spain, and Yokosuka Japan. (Quota control telephone numbers are listed below). In addition, Mobile Training Teams provide training in other fleet concentration areas.

The four officer courses are Basic (division officer/branch officer, Intermediate (department head/aviation 2nd sea tour), Advanced (XO/aviation department head), Command (CO/aviation XO). The CO and Advanced (XO) courses are single sited at Newport, RI. Other courses are taught within technical warfare training pipelines and, for those with no pipeline, at the NLTUs. The Command Spouse Leadership course is taught at Newport, RI.

Attendance of the appropriate Leadership Training Course is mandatory for all hands at specific career milestones. Sailors will attend the courses upon advancement to E-5, E-6, and E-7. Successful completion is required prior to advancement to the next pay grade. Officers will attend PCS en route to the leadership tour.

Leadership Training Sites

<u>S I T E</u>	<u>D S N</u>	<u>C O M M E R C I A L</u>	<u>F A X</u>
NLTU Little Creek, VA	253- 3119	(757) 363- 3119/ 3373/4882	EXT 4875
NLTU DET Washington, DC	288- 3292	(202) 433- 3292	EXT 2988
NLTU DET Rota, Spain	727- 2235	(314) 727- 2235	EXT 2753 (Comm Only)
NAVSUBSCOL Groton, CT	694- 3933	(860) 694- 3933	EXT 3788
TRITRAFAC Kings Bay, GA	573- 2001 EXT 1758/1762/ 3452/3415	(912) 673- 2001 EXT 1758/1762/ 3452/3415	EXT 3401
FTC Mayport, FL	960- 5240/5673	(904) 270- 5240/5673	EXT 6671
NASC Pensacola, FL	922- 3181	(850) 452- 3181	EXT 8732
NLTU Coronado, CA	577- 3946/3764	(619) 437- 3946/3764	EXT 3956
TRITRAFAC Bangor, WA	322- 2599/2600/ 2604/2605	(360) 315- 2599/2600/ 2604/2605	EXT 2911
SSC Great Lakes, IL	792- 3562	(847) 688- 3562	EXT 6891
NSICPAC Pearl Harbor, HI	473- 0777/4147	(808) 473- 0777/4147	EXT 0561
AFTGWESTPAC Yokosuka, JA	243- 7383	011- 81- 616- 043- 7383	EXT 6100 (DSN Only)
NAMTRAU Whidbey Island	820- 1673/3095	(360) 257- 1673/3095	EXT 1916
NAMTRAU Lemoore, CA	949- 2568	(550) 998- 2568	EXT 2440
MMIC Ingleside, TX	776- 5279/5674	(361) 776- 5279/5674	EXT 5650

PRINCIPLES OF NAVAL LEADERSHIP

1. Know yourself and seek self-improvement.

- Make an honest evaluation of yourself to determine your strong and weak personal qualities.
- Seek the honest opinions of your friends or superiors to show you how to improve your leadership ability.
- Learn by studying the causes of success or failure of other leaders.
- Develop a genuine interest in people.
- Have specific goals and definite plans to attain them.
- Have a systematic personal reading program that emphasizes not only professional subjects but also includes topics to help you understand people, both as individuals and in their functioning groups.

2. Be technically and tactically proficient.

- Know what is expected of you and then expend time and energy on becoming proficient at those things.
- Form an attitude early on of seeking to learn more than is necessary.
- Observe and study the actions of capable leaders.
- Spend time with those people who are recognized as technically and tactically proficient. Learn as much as you can from them.
- Seek feedback from technically and tactically competent people concerning your own performance. Be willing to change.
- Seek opportunities to apply knowledge through the exercise of command. Good leadership is acquired only through practice.
- Prepare yourself for the job of the leader at the next higher rank.

3. Know your subordinates and look out for their welfare.

- Put the welfare of the women and men for whom you are accountable before your own welfare.
- See the members of your unit and let them see you so that every one of them may know you and feel that you know them. Be approachable.
- Let them see that you are determined to fully prepare them for the accomplishment of all missions.
- Concern yourself with the living conditions of the members of your unit.
- Know your unit's mental attitude; keep in touch with their thoughts.
- Ensure fair and equal distribution of rewards.
- Provide sufficient recreational time and insist on participation.

4. Keep your subordinates informed.

- Whenever possible, explain why tasks must be done and any pertinent amplifying instruction.
- Arrange to get sufficient feedback to assure yourself that immediate subordinates are passing on necessary information.
- Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.

- Build morale and *esprit de corps* by publicizing information concerning successes of your unit.
 - Keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges and other benefits.
5. Set the example.
- Show your subordinates that you are willing to do the same things you ask them to do.
 - Be physically fit, well groomed and correctly dressed.
 - Maintain an optimistic outlook.
 - Conduct yourself so that your personal habits are not open to criticism.
 - Exercise initiative and regard the spirit of initiative of your subordinates within your unit.
 - Avoid showing favoritism to any subordinate.
 - Delegate authority and avoid over supervision, in order to develop leadership among subordinates.
6. Insure the task is understood, supervised and accomplished.
- Issue every order as if it were your own.
 - Use the established chain of command.
 - Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand.
 - Question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.
 - Supervise the execution of your orders.
 - Exercise care and thought in supervision. Over supervision hurts initiative and creates resentment; under supervision will not get the job done.
7. Train your unit as a team.
- Study, prepare and train thoroughly, endlessly.
 - Encourage unit participation in recreational and military events.
 - Do not publicly blame an individual for the team's failure or praise just an individual for the team's success.
 - Ensure that training is meaningful, and that the purpose is clear to all members of the command.
 - Train your team based on realistic conditions.
 - Insist that every person understands the functions of the other members of the team and the functions of the team as a part of the unit.
8. Make sound and timely decisions.
- Developing a logical and orderly thought process by practicing objective estimates of the situation.
 - When time and situation permit, planning for every possible event that can reasonably be foreseen.

- Considering the advice and suggestions of your subordinates before making decisions.
- Making sure your people are familiar with your policies and plans.
- Considering the effects of your decisions on all members of your unit.

9. **Develop a sense of responsibility among your subordinates.**

- Operate through the chain of command.
- Provide clear, well thought out directions.
- Give your subordinates frequent opportunities to perform duties normally performed by senior personnel.
- Be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.
- Correct errors in judgement and initiative in a way which will encourage the individual to try harder.
- Give advice and assistance freely *when it is requested by* your subordinates.
- Let your people know that you will accept honest errors without punishment in return.
- Resist the urge to micromanage.
- Be prompt and fair in backing subordinates.
- Accept responsibility willingly and insist that your subordinates live by the same standard.

10. **Employ your command in accordance with its capabilities.**

- Avoid volunteering your unit for tasks that are beyond their capabilities.
- Be sure that tasks assigned to subordinates are reasonable.
- Assign tasks equally among your subordinates.
- Use the full capabilities of your unit before requesting assistance.

11. **Seek responsibility and take responsibility for your actions.**

- Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties.
- Seek a variety of leadership positions that will give you experience in accepting responsibility in different fields.
- Take every opportunity that offers increased responsibility.
- Perform every task, no matter whether it be top secret or seemingly trivial, to the best of your ability.
- Stand up for what you think is right. Have courage in your convictions.
- Carefully evaluate a subordinate's failure before taking action against that subordinate.
- In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present.

Marine Corps Leadership Principles and Traits

Marine Corps Leadership Principles

- Know yourself and seek self-improvement.
- Be technically and tactically proficient.
- Develop a sense of responsibility among your subordinates.
- Make sound and timely decisions.
- Set the example.
- Know your Marines and look out for their welfare.
- Keep your Marines informed.
- Seek responsibility and take responsibility for your actions.
- Ensure assigned tasks are understood, supervised, and accomplished.
- Train your Marines as a team
- Employ your command in accordance with its capabilities.

Marine Corps Leadership Traits

- **Dependability** - The certainty of proper performance of duty.
- **Bearing** - Creating a favorable impression in carriage, appearance and personal conduct at all times.
- **Courage** - The mental quality that recognizes fear of danger or criticism, but enables a man to proceed in the face of it with calmness and firmness.
- **Decisiveness** - Ability to make decisions promptly and to announce them in clear, forceful manner.
- **Endurance** - The mental and physical stamina measured by the ability to withstand pain, fatigue, stress and hardship.
- **Enthusiasm** - The display of sincere interest and exuberance in the performance of duty.
- **Initiative** - Taking action in the absence of orders.
- **Integrity** - Uprightness of character and soundness of moral principles; includes the qualities of truthfulness and honesty.
- **Judgment** - The ability to weigh facts and possible solutions on which to base sound decisions.
- **Justice** - Giving reward and punishment according to merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently.
- **Knowledge** - Understanding of a science or an art. The range of one's information, including professional knowledge and an understanding of your Marines.
- **Tact** - The ability to deal with others without creating offense.
- **Unselfishness** - Avoidance of providing for one's own comfort and personal advancement at the expense of others.
- **Loyalty** - The quality of faithfulness to country, the Corps, the unit, to one's seniors, subordinates and peers.

Navy Professional Reading List

Basic Reading List

All Quiet on the Western Front	Erich M. Remarque
American Caesar: Douglas MacArthur, 1880-1964	William Manchester
A Brief History of Time: From the Big Bang to Black Holes	Stephen M. Hawking
The Caine Mutiny	Herman Wouk
Command of the Seas: A Personal Story	John F. Lehman
The Cruel Sea	Nicholas Monsarrat
Everything We Had: An Oral History of the Vietnam War	Al Santoli, Editor
Flight of the Intruder	Steven Coontz
Hunt for Red October	Tom Clancy
In Love and War	James B. and Sybil Stockdale
In Search of Excellence	Thomas J. Peters,
	Robert H. Waterman
The Killer Angels	Michael Shaara
On Watch	Elmo Zumwalt
The Red Badge of Courage	Stephen Crane
Red Storm Rising	Tom Clancy
The Right Stuff	Tom Wolfe
Run Silent, Run Deep	Edward L. Beach
The New Russians	Hedrick Smith
The Sand Pebbles	Richard McKenna
The Source	James A. Michener
The United States Navy: A Two Hundred Year History	Edward L. Beach
Two-Ocean War	Samuel E. Morison
War and Remembrance	Herman Wouk
Winds of War	Herman Wouk

Intermediate Reading List

Admiral Arleigh Burke: A Biography	Eliot B. Potter
The American Way of War	Russell F. Weigley
Assignment: Pentagon	Perry M. Smith
At Dawn We Slept	Gordon William Prange
The Atlantic Campaign	Dan Van der Vat
A Bright Shining Lie	Neil Sheehan
Bull Halsey: A Biography	Eliot B. Potter
Chrysanthemum and the Sword	Ruth Benedict
Commander in Chief: Franklin Delano Roosevelt:	
His Lieutenants and Their War	Eric Larrabee
The Deming Management Method	Mary Walton
Eagle Against the Sun	Ronald H. Spector
Eisenhower: At War, 1943-1945	David Eisenhower
The Face of Battle	John Keegan
Fate is the Hunter	Ernest K. Gann
First to Fight: An Inside View of the U.S. Marine Corps	Victor Krulak
From Hiroshima to Glasnost	Paul Nitze
The Future of Sea Power	Eric J. Grove
The Guns of August	Barbara W. Tuchman
Kaizer: The Key to Japan's Competitive Success	Masaaki Inai
The KGB Today: The Hidden Hand	John Barron
The Last Lion: Alone, 1932-1940	William Manchester
The Last Lion: Visions of Glory, 1874-1932	William Manchester
Makers of Modern Strategy	Peter Paret

The Maritime Strategy, Geopolitics and the Defense of the West
 The Mask of Command
 Master of Seapower: A Biography of Fleet Admiral Ernest J. King
 Miracle at Midway
 Modern Times: The World from the Twenties to the Nineties
 Mountbatten
 Nelson, a Biography
 Nimitz
 Out of the Crisis
 The Pentagon and the Art of War
 The Presidency and the Management of National Security
 The Price of Admiralty
 The Quiet Warrior
 The Rise of American Naval Forces, 1776-1918
 The Rivals: America and Russia Since WWII
 Sea Power: A Naval History
 The Second World War
 Silent Victory: The U.S. Submarine War Against Japan
 Today's Issues: Communism, Fascism, Capitalism, Socialism
 The United States and the Origins of the Cold War, 1941-1947
 Vietnam: A History

Colin S. Gray
 John Keegan
 Thomas Buel
 Gordon W. Prange
 Paul Johnson
 Philip Ziegler
 David Walder
 Elmer Belmont Potter
 W. Edwards Deming
 Edward N. Luttwak
 Carnes Lord
 John Keegan
 Thomas Buel
 Harold and Margaret Sprout
 Adam B. Ulam
 Elmer B. Potter and Chester Nimitz
 John Keegan
 Blair, Clay, Lippencott
 William Ebensten and Edwin Fogelman
 John L. Gaddis
 Stanley Karnow

ADVANCED READING LIST

America at Century's End
 The Art of War
 Cold Dawn: The Story of SALT
 Democracy in America
 Deterrence in American Foreign Policy
 Fleet Tactics: Theory and Practice
 From Beirut to Jerusalem
 The Geopolitics of Superpowers
 How Democracies Perish
 The Influence of Seapower Upon History
 Man, the State and War: A Theoretical Analysis
 Military Strategy: A General Theory of Power Control
 Origins of the Maritime Strategy: American Naval
 Strategy in the First Postwar Decade
 On War
 Power and Change: The Administrative History
 of the Office of the CNO, 1946-1986
 Seapower and Strategy
 The Soldier and the State: The Theory and
 Politics of Civil-Military Relations
 Some Principles of Maritime Strategy
 Strategy for Defeat: Vietnam in Retrospect
 Strategy: The Logic of War and Peace
 The Ultra Secret
 U.S. Defense Policy in an Era of Constrained Resources

 The U.S. Navy: The View from the Mid-1990's
 War and Politics
 The White House Years

James R. Schlesinger
 Sun Tzu
 John Newhouse
 Alexis de Toqueville
 Alexander George
 Wayne P. Hughes
 Thomas L. Friedman
 Colin S. Gray
 Jean-Francois Revel
 Alfred T. Mahan
 Kenneth N. Waltz
 Joseph C. Wylie
 Michael A. Palmer

 Carl von Clausewitz
 Thomas C. Hone

 Colin S. Gray and Roger Barnett
 Samuel P. Huntington

 Julian S. Corbett
 Ulysses Sharp
 Edward N. Luttwak
 F. W. Winterbotham
 Robert L. Pfaltzgraff, Jr.
 and Richard H. Schultz
 James L. George
 Bernard Brodie
 Henry Kissinger

Naval Heritage/Core Values Reading Guide

The following books comprise the Master Chief Petty Officer of the Navy's Naval Heritage/Core Values Reading Guide as prepared in March 1997 and revised in July 2000. This list is updated annually as part of the Chief Petty Officer Initiation Season. The books are available through the Navy Exchange or the Uniform Center toll-free ordering system.

"A" list: required reading list

The Fighting Liberty Ships — A Memoir

A Sailor's Log: Recollections of Forty Years of Naval Life

Tin Can Sailor — Life Aboard the USS Sterett, '39-'45

Battleship Sailor

Brave Ship, Brave Men

We Will Stand By You — Serving in the Pawnee, 1942-1945

Crossing the Line: A Bluejacket's WWII Odyssey

Thunder Below

The Battle of Cape Esperance — Encounter at Guadalcanal

The Golden Thirteen — Recollections of the First Black Naval Officers

The Last Patrol

Raiders from the Sea

Submarine Diary — The Silent Stalking of Japan

Devotion to Duty — A Biography of Admiral Clifton A. F. Sprague

Every Other Day: Letters from the Pacific

In Love and War: Revised and Updated

Nimitz

Ship's Doctor

*What a Way to Spend a War: Navy Nurse POWs
in the Philippines*

Naked Warriors

More

Iwo

Descent Into Darkness

Blood on the Sea

On Watch

Wake of the Wahoo

Quiet Heroes

The Fast Carriers — The Forging of an Air Navy

A Most Fortunate Ship — Narrative History of Old Ironsides

A Voice From the Main Deck

Amongst My Best Men — African Americans in the War of 1812

Life in Mr. Lincoln's Navy

Divided Waters — The Naval History of the Civil War

That Gallant Ship: Yorktown

*By Sea, Air, and Land — An Illustrated History of the U.S. Navy
and the War in Southeast Asia*

Shield and Sword — The U.S. Navy and the Persian Gulf

My Father My Son

Good Night Officially

Tin Can Man

Raiders of the Deep

A. A. Hoehling

RADM Robert D. Evans

C. Raymond Calhoun

Theodore C. Mason

Arnold S. Lott

Theodore C. Mason

Alvin Kerman

Adm Eugene B. Fluckey, USN(Ret.)

CAPT Charles Cook, USN(Ret.)

Paul Stillwell with Colin L. Powell

Harry Holmes

John Lodwick

RADM Corwin Mendenhall

John F. Wikovits

George B. Lucas

Jim and Sybil Stockdale

E. B. Potter

Captain Terrence Riley

Dorothy Still Danner

CDR Frances Douglas Fane and Don

Richard Wheeler

CDR Edward C. Rayner

Robert Sinclair Parkin

ADM Elmo Zumwalt

Forrest J. Sterling

CDR Frances Onori

Clark G. Reynolds

Tyrone Martin

Samuel Leech

Gerald T. Altoff

Dennis J. Ringle

Ivan Misić

Robert Cressman

Marolda

Marolda and Schneller

Zumwalt and Zumwalt

William M. McBride

E. J. Jernigan

Lowell Thomas

“B” List: Reference

*American Naval History – An Illustrated Chronology of the
U. S. Navy and Marine Corps, 1775-Present*
The Book of Navy Songs
*Gray Steel and Black Oil: Fast Tankers and Replenishment
at Sea in the U. S. Navy, 1912-92*
Sea Power: A Naval History
Air Raid: Pearl Harbor! – Recollections of a Day of Infamy
E-Boat Alert – Defending the Normandy Invasion Fleet
*Heroes in Dungarees – The Story of the American Merchant
Marines in WWII*
Unsung Sailors – The Naval Armed Guard in WWII
The First Team: Pacific Naval Air Combat from Pearl Harbor to Midway
*The First Team and the Guadalcanal Campaign: Naval Fighter Combat
from August to November 1942*
Admiral John H. Towers – The Struggle for Naval Air Supremacy
The Magnificent Mitscher
At Dawn We Slept
Prisoners of the Japanese
The Two Ocean War
History of the U. S. Navy, Vol. One, 1775-1941
Clash of the Titans
Okinawa – The Last Battle of World War II
Normandy
War at Sea
War Beneath the Sea
Miracle at Midway
Authors at Sea: Modern American Writers Remember Their Naval Service
Rocks & Shoals: Naval Discipline in the Age of Fighting Sail
The Unsinkable Fleet: The Politics of U.S. Navy Expansion in World War II
Run Silent/Run Deep
Decision and Dissent with Halsey at Leyte Gulf
PT 105
Submarine Commander
We Pulled Together and Won! Personal Memories of the World War II Era
War in the Boats
Submarine Admiral
All at Sea
Slow Dance to Pearl Harbor – A Tin Can Ensign in Prewar America
The People Navy
Longitude
U-Boat Commander
*Kinkaid of the Seventh Fleet: A Biography of
Admiral Thomas C. Kinkaid, USN*
*Project Hula: Secret Soviet-American Cooperation in the
War against Japan*
Assault from the Sea – The Amphibious Landing at Inchon
Cordon of Steel: The U.S. Navy and the Cuban Missile Crisis
*Swift and Effective Retribution – The U.S. Sixth Fleet
and the Confrontation with Qaddafi*

Jack Sweetman

**The Trident Society
Thomas Wildenberg**

**E. B. Potter
Paul Stillwell
James Foster Tent
John Bunker**

**Justin F. Gleichauf
John B. Lundstrom
John B. Lundstrom**

**William F. Trimble
Theodore Taylor
Gordon W. Prange
Gavon Daws
Samuel Eliot Morrison
Robert W. Love, Jr.
Walter J. Boyne
Robert Lackie
VADM William P. Mack
Nathan Miller
Peter Surfield
Gordon W. Prance
Robert Shenk
James E. Valle
Joel R. Davidson
CAPT Edward L. Beach
Carl Solberg
Dick Keresey
Paul Schratz
Reminisce Books
CAPT William J. Ruhe
ADMJ. J. Galatin
Louis R. Harlany
Captain William J. Ruhe
Kenneth J. Hagan
Dava Sobel
Peter Grener
Gerald E. Wheeler**

Richard A. Russell

**Curtis Utz
Curtis Utz
Joseph T. Stanik**

Revolt of the Admirals

A Quest for Glory: A Biography of Rear Admiral John A Dahlgren

One Hundred Years of Sea Power: The U.S. Navy, 1890-1990

Great U.S. Naval Battles

History of the U.S. Navy Part II

Black Shoes and blue Water: Surface Warfare in the USN 1945-1975

Quiet Warrior: A Biography of ADM Raymond A. Spruance

Anchors and Eagles

Honor Bound: The History of American Prisoners of War

in Southeast Asia, 1961-1973

And I was There

The Lost Ships of Guadalcanal

Crossed Currents: Navy Women from WWI to Tailhook

Jeffrey Barlow

Robert J. Schneller

George Baer

Jack Sweetman

Robert Love

Malcolm Muir

Thomas Buell

Paul Adkisson

S. I. Rochester and F. Wiley

RADM Edwin T. Layton

Robert D. Ballard

Jean Ebbert/Marie Beth Hall

"C" List: Reference

History of U. S. Naval Operations in World War II

- **Vol. I: The Battle of the Atlantic**
- **Vol. II: Operations in North African Waters**
- **Vol. III: The Rising Sun in the Pacific**
- **Vol. IV: Coral Sea, Midway and Submarine Actions**
- **Vol. V: The Struggle for Guadalcanal**
- **Vol. VI: Breaching the Bismarck Barrier**
- **Vol. VII: Aleutians, Gilberts and Marshalls**
- **Vol. VIII: New Guinea and the Marianas**
- **Vol. IX: Sicily – Salerno – Anzio**
- **Vol. X: The Atlantic Battle Won**
- **Vol. XI: The Invasion of France and Germany**
- **Vol. XII: Leyte**
- **Vol. XIII: The Liberation of the Philippines, Luzon, Mindanao, the Visayas**
- **Vol. XIV: Victory in the Pacific**

Samuel Eliot Morrison

U. S. MARINE READING LIST

The current U.S. Marine Reading List may be accessed on the Internet at: <http://www.mcu.usmc.mil/reading/readinglist.htm>. The list is divided into sections by general topic. Within each section, foundation books are listed first, with more advanced books toward the end of the list. Marines should read and discuss books from all sections.

The Marine Corps Heritage Section

A Marine Named Mitch	Paige
U. S. Marines: 1775-1975	Simmons
Battle Cry	Uris
Fix Bayonets!	Thomason
Strong Men Armed	Leckie
The Right Kind of War	McComick
The U. S. Marine Corps Story	Moskin
Tarawa	Sherrod
Iwo Jima, Legacy of Valor	Ross
Flights of Passage	Hynes
Unaccustomed to Fear	Willock
Breakout	Russ
First to Fight	Krulak
Semper Fidelis	Millett
With the Old Breed	Sledge
Once A Legend	Hoffman
Fortunate Son	Riller
Reminiscences of Marine	LeJeune
Chosin	Hammel
In Many a Strife	Millett
Once A Marine	Vandergift
The Marine Corps' Search for a Mission: 1880-1898	Bartlett
Maverick Marine	Schmidt
No Bended Knee	Twining

Leadership, Memoir, and Biography Section

A Message to Garcia	Hubbard
Fields of Fire	Webb
Battle Leadership	Von Schell
Riflemen Dodd	Forester
Marine	Davis
Uncommon Men: Sgts/Maj of the Marine Corps	Chapin
Acts of War	Holmes
Challenge of Command	Nye
The Forgotten Soldier	Sajer
We Were Soldiers Once, and Young	Moore and Galloway
Three War Marine	Pany
Pegasus Bridge	Anbrose
Band of Brothers	Anbrose
Company Commander	MacDonald
Once an Eagle	Myrer
Profession of Arms	Hackett
Anatomy of Courage	Moran
Freeman on Leadership	Smith
Follow Me	Newman
Grant Takes Command	Catton
Moral e: A Study of Men and Courage	Baynes
It Doesn't Take a Hero	Schwarzkopf
Patton: A Genius for War	D'Este
Personal Memoirs of Ulysses S. Grant	Long
Years of MacArthur	James
The Quiet Warrior	Buell
100 Days: The Memoirs of the Falklands	Woodward
Follow Me	Newman
The General	Forester
Pershing	Snythe

Eisenhower's Lieutenants
 Nimitz
 General of the Army: George C. Marshall
 Foundations of Moral Obligation
 Memoirs of General W. T. Sherman
 Nightengale's Song
 My American Journey

Wigley
 Potter
 Gray
 Brennan
 Royster
 Tinberg
 Powell

Theory, Nature, and History of War Section

Art of War
 On Infantry
 The Face of Battle
 Maneuver Warfare: An Anthology
 Gallipoli
 For the Common Defense
 On War
 Knight's Cross
 The Enlightened Soldier
 Race to the Swift
 Military Misfortunes
 Gates of Fire
 What are Generals Made of
 Generalship, Its Diseases and their Cures
 Guns, Gems, and Steel

Sun Tzu
 English and Gudmundsson
 Keegan
 Hooker
 Morehead
 Millett & Mislowski
 Clausewitz
 Fraser
 White
 Simpkin
 Cohan
 Pressfield
 Newman
 Fuller
 Diamond

Strategy, Policy, and Civil-Military Relations Section

U.S. Constitution
 Declaration of Independence
 Strategy
 The Military
 Citizen Soldiers
 Battle Cry of Freedom
 On Strategy
 Makers of Modern Strategy
 George Washington and the American Military Tradition
 The Making of Strategy
 Eagle and Sword: Federalist and the Creation
 of the Military Establishment in America
 The Peloponnesian War
 The 25 Year War
 A Democracy at War
 Military Innovation in the Interwar Period
 On the Origins of War and the Preservation of Peace
 Diplomacy
 In Retrospect
 The Best and the Brightest
 Dereliction of Duty

Jefferson
 Liddell Hart
 Miskios
 Ambrose
 McPherson
 Summers
 Paret
 Higgbotham
 Murray
 Kohn
 Thucydides
 Palmer
 O'Neill
 Millett & Murray
 Kagan
 Kissinger
 McNamara
 Halberstram
 McMaster

Operations, Campaigns, and Battles Section

The Bridge at Dong Ha
 Fire in the Streets
 The Buffalo Soldiers
 Tip of the Spear
 Grant and Lee
 The Killer Angels
 Operation Buffalo
 Black Hawk Down
 The Middle Parts of Fortune
 Devil Dogs

Miller
 Hammel
 Leckie
 Michaels
 Fuller
 Shaara
 Nolan
 Bowden
 Manning
 Clark

Landscape Turned Red
 The Price of Glory
 The Breaking Point
 Victory at High Tide
 The Easter Offensive
 No Victor, No Vanquished: Yom Kippur War
 Phase Line Green
 The War of American Independence
 At Dawn We Slept
 Guadalcanal, The Definitive Account
 Defeat into Victory
 Utmost Savagery
 Eagle Against the Sun
 The General's War
 Take That Hill! Royal Marines in the Falkland War
 The Campaigns of Napoleon
 To Lose a Battle
 Korean War
 A Bridge Too Far
 A Woman at War

Sears
 Horne
 Doughty
 Heini
 Turley
 O'Ballance
 Warr
 Higginbotham
 Prange
 Frank
 Slim
 Alexander
 Spector
 Gordon & Trainor
 Vaux
 Chandler
 Horne
 Ridgway
 Ryan
 Moore

Doctrine, Training, and Tactics Section

Starship Troopers
 The Defense of Duffer's Drift
 Soldier's Load
 Red Badge of Courage
 Ender's Game
 Attacks
 Common Sense Training
 Maneuver Warfare Handbook
 Battle Studies
 Infantry in Battle
 The Dynamics of Doctrine
 Panzer Battles
 Defense of Hill 781
 Company Command: The Bottom Line
 Dieppe: The Shame and the Glory
 This Kind of War
 Forward into Battle
 How The War Was Won
 The Killing Ground
 Seeds of Disaster
 Airwar in the Persian Gulf

Heinlein
 Swinton
 Marshall
 Crane
 Card
 Rommel
 Collins
 Lind
 Ardant du Picq
 U.S. Infantry School
 Lufser
 Mclenthin
 McDonough
 Meyer
 Robertson
 Fehrenbach
 Griffith
 Travers
 Travers
 Doughty
 Murray

Small Wars Section

The War of the Running Dogs
 The Village
 The Old Man's Trail
 Terrorism Leader
 War in the Shadows
 How We Won the War
 Firepower in Limited War
 Guerilla Strategies
 Small Wars Manual, NAVMC 2890
 Mao Tse-Tung on Guerilla Warfare
 Street Without Joy
 A People Numerous and Armed
 Che Guevara on Guerilla Warfare
 Hell in a Very Small Place
 The Army and Vietnam

Barber
 West
 Campbell
 Laquer
 Asprey
 Giap
 Scales
 Chaliand

 Mao Tse-Tung
 Ell
 Shy
 Guevara
 Ell
 Krepinovich

A Savage War of Peace
 Our Great Spring Victory
 From Beirut to Jerusalem
 A Bright Shining Lie
 Giap
 A Savage War of Peace

Horne
 Van Tien Dung
 Friedman
 Sheehan
 Macdonald
 Horne

"Sinews of War" Section

(Airpower, Command, Geography, Intelligence, Logistics, and Seapower)

American Gunboat Diplomacy
 Price of Admiralty
 U. S. Marines and Amphibious War
 History of U.S. Military Logistics
 Battle for the Falklands
 Airpower & Maneuver Warfare
 U. S. Marine Corps Aviation: 1912- Present
 History of Marine Corps Aviation in WWII
 Command in War
 Supplying War
 Moving Mountains
 Ultra in the West: The Normandy Campaign, 1944- 1945
 Luftwaffe
 Price of Admiralty
 Clashes -- Air Combat Over North Vietnam
 War Secrets in the Ether
 Logistics in the National Defense
 Rise and Fall of the Great Powers

Hagan
 Keegan
 Isely & Crowl
 Peppers
 Hastings
 Van Creveld
 Mersky
 Sherrod
 Van Creveld
 Van Creveld
 Pagonis
 Bennett
 Murray
 Keegan
 Michely
 Hide
 Eccles
 Kennedy

Commandant's Favorites

Commandant's Bedrock Foundation:

A Bright Shining Lie
 Gods of War
 Battle Cry
 Cigars, Whiskey, and Winning
 The Forgotten Soldier

Neil Sheehan
 John Toland
 Leon Uris
 Kal tman
 Guy Sajer

Commandants Current Favorites:

Gates of Fire
 Citizen Soldiers
 My American Journey
 Breakout
 Blackhawk Down
 Marines of Autumn

Steven Pressfield
 Stephen Ambrose
 Mark Bowden
 Martin Russ
 Mark Bowden
 James Brady

Former Commandants' Choices:

29th Commandant General Alfred M. Gray:

Battle Leadership by Adolph Von Schell

30th Commandant General Carl E. Mundy:

We Were Soldiers Once and Young by Harold Moore and Joseph Galloway

31st Commandnt General Charles C. Krulak:

Rifleman Dodd by C. S. Forrester

Arleigh Burke

Arleigh Albert Burke was born on a farm outside Boulder, Colorado in October 1901. Although unable to complete his high school education because the school was closed during the flu epidemic in 1917, he competed successfully for an appointment to the U.S. Naval Academy. Convinced that the inadequacies of his secondary education put him behind other Midshipmen in his class, Burke decided that he could only overcome this deficiency by working more diligently at his studies than the others. This plan paid great dividends, and he graduated in 1923 in the top sixth of his class. Taking this lesson strongly to heart, he remained a believer in the benefits of sustained hard work throughout his Navy career.

During the interwar years, Arleigh Burke honed his skills as a surface warfare officer, serving initially in the battleship USS *Arizona*, obtaining a postgraduate degree in ordnance engineering, and rising eventually to command a destroyer. It was in this formative period of his career that he learned the importance of the Navy adage “loyalty up, loyalty down”—if you expect loyalty from your people you must be loyal to them in return.

During World War II, Burke commanded Destroyer Squadron 23 (the “Little Beavers”) during combat in the South Pacific. Developing successful tactics to overcome Japanese advantages in night surface operations, he earned fame as “31-knot” Burke during the 1943 battles of Empress Augusta Bay and Cape St. George. It was in this period that his belief in the importance of thorough training was validated—as he explained to his subordinates, in combat your outfit could expect to do only about as well as it had trained to do beforehand.

During Dwight Eisenhower’s terms as President in the 1950s, Arleigh Burke served as Chief of Naval Operations (CNO) for six years. While CNO he initiated efforts such as the submarine-launched Polaris ballistic missile program that tremendously strengthened the U.S. Navy’s military capabilities.

Admiral Burke died on January 1, 1996 at National Naval Medical Center in Bethesda at the age of 94.

William Ward Burrows
Lieutenant Colonel, USMC

Major Burrows, who was born in Charleston, South Carolina on January 16, 1768, had served in the Revolutionary War with the state troops of South Carolina, but had more recently become a citizen of Philadelphia. In 1783, he was married to Mary Bond, daughter of Thomas Bond, Jr., who was surgeon and purveyor of the Continental Army.

The Marine Corps, as well as the Navy, had its humble beginning a short time prior to its actual authorization as a Corps and both were formed to meet an impending national crisis. The first Marine units to be organized by Major Burrows were ship detachments for newly-acquired vessels of the American Navy, which were being hurriedly placed in commission at Philadelphia and hurried off to sea to fight cruisers and destroy commerce in the naval war with France. During the first several months that he was Commandant, his principal concern was the supplying and keeping up to strength the Marine detachments for the vessels of the Navy.

Headquarters of the Corps was in camp near Philadelphia until the national capital began its move to Washington in 1800. A small detachment of Marines was sent to the new capital in March of that year to protect the newly-established navy yard, while Major Burrows, with his staff and headquarters troops, moved to Washington in late July and set up their camp.

Major Burrows was promoted to Lieutenant Colonel on May 1, 1800. The quasi war with France continued until September of that year, when matters were finally adjusted. The insistence of Congress that the cost of the naval establishment be immediately reduced caused considerable embarrassment to Burrows in his effort to establish the Marine Corps on a peace-time basis. The wars with the Barbary States broke out soon afterwards and the main concern of the Corps was to supply detachments to naval vessels for duty in the Mediterranean.

The organization under its first Commandant and for a number of years afterwards had no particular reputation and it therefore attracted few desirable men into its ranks who cared to make its service their life-time career. The turn over of officers was quite rapid and even the Commandant himself, apparently seeing no great future in his branch of the naval service and for personal reasons, principally health, resigned his commission on March 6, 1804.

Colonel Burrows' character is aptly depicted by his distinguished contemporary, Washington Irving, who describes Colonel Burrows as "a gentleman of accomplished mind and polished manner." Under his guidance many of the traditions and the esprit de corps had their beginning. Colonel Burrows was not only the leader of the Corps but he also played an important civic, business and social part in the life of both Philadelphia and Washington, where many of the distinguished personages of his time were his personal and intimate friends.

Colonel Burrows died in 1805, just one year after resigning from the Marine Corps, and was buried in the Presbyterian Cemetery in Georgetown. His remains were removed from Washington in 1892 to their present resting place in the Arlington National Cemetery.

Admiral Joseph James "Jocko" Clark

Joseph James Clark was born on November 12, 1893 in Chelsea, Oklahoma. He attended the United States Naval Academy, graduating in 1918. He was the first Native American to graduate from Annapolis. He preferred to go by the acronym of "J. J." instead of his full name, or "Jocko".

At the outset of World War II, Clark had commanded an escort carrier, Suwanee in the Atlantic and off the North African coast until he was detailed to run the new carrier Yorktown (CV-10). The Yorktown became flagship of Admiral Pownall during the 1943 carrier raids, and Clark and his operations officer Jimmy Flatley had opportunities to draw up fleet-wide attack plans.

In January 1944, VADM Marc A. Mitscher hoisted his flag on Yorktown and was soon impressed with Clark's fighting spirit and ability. One month after Mitscher's takeover of the Fast Carriers, Clark was promoted to Rear-Admiral and COMCARDIV 13. During the Marianas campaign, Clark, as COMIG 58.1, performed brilliantly during a raid of the northern Marianas, which he as Mitscher's right hand and Rear-Admiral Harrill had been assigned to undertake. His fighting spirit won the day, and his excursion, plus his unwillingness to let Harrill's opposition to the operation affect its outcome, further highlighted his talent. He fought in the Battle of the Philippine Sea, and after the battle, when all of the Task Groups returned to Eniwetok, Clark received permission for a strike against Iwo and Chichi Jima, which he successfully conducted. Even when idle and back in the states, Clark was a great aid to Mitscher. He suggested that Marine pilots be employed on the carriers as replacements for fatigued Navy fliers, and the Marines' planes would be coming in handy as well. Clark returned to the Pacific Fleet when Vice-Admiral Mitscher took over the Fast Carriers again in February 1945, Clark getting back his TG 58.1, and now again embarked on Hornet. Serving in the raids against Japan in 1945, Clark's forces took several heavy attacks but escaped unhamed. His last adventure in the war was a typhoon which he hit thanks to an incredibly poor performance of TF38's weather expert. He was relieved of all combat commands shortly before the end of the war, earning again a well deserved shore billet. Clark became Vice-Admiral and commander of the 7th Fleet, which now had the Fast Carriers, during the Korean War, and ended his career as a full Admiral.

During his military career he was decorated with the Navy Cross, the Distinguished Service Medal, the Silver Star Medal, the Legion of Merit, the Navy Commendation Medal and the Korean Order of Military Merit.

Admiral Clark died on July 13, 1971 at St. Albans, New York, and laid to rest with full military honors in Arlington National Cemetery.

RADM John A. Dahlgren

Rear Admiral John A. Dahlgren (1809- 1870) was a naval ordnance innovator and commander of the South Atlantic Blockading Squadron during the Civil War. Dahlgren became a midshipman in 1826. Service on the U.S. Coast Survey (1834-37) distinguished his early career. In 1847, Lieutenant Dahlgren was assigned to ordnance duty at the Washington Navy Yard. Over the next fifteen years, he invented and developed bronze boat guns, heavy smoothbore shell guns, and rifled ordnance. He also created the first sustained weapons R&D program and organization in U.S. naval history. For these achievements, Dahlgren became known as the “father of American naval ordnance.” His heavy smoothbores, characterized by their unusual bottle shape, were derived from scientific research in ballistics and metallurgy, manufactured and tested under the most comprehensive program of quality control in the Navy to that time, and were the Navy’s standard shipboard armament during the Civil War. Promoted to commander in 1855, captain in 1862, and rear admiral in 1863, he became commandant of the Washington Navy Yard in 1861 and chief of the Bureau of Ordnance in 1862.

With help from his friend Abraham Lincoln, Dahlgren took command of the South Atlantic Blockading Squadron in July 1863, and for the next two years led naval forces besieging Charleston in the Union navy’s most frustrating campaign. Dahlgren cooperated magnificently with Army forces, but underhanded machinations by the ground force commander hindered the effort. Dahlgren’s courage remained beyond question during naval attacks on enemy fortifications, but he never figured out how to counter the enemy’s underwater defenses. As a leader, he took good care of his enlisted men, but failed to inspire his officers. After the war he commanded respectively the South Pacific Squadron, the Bureau of Ordnance, and the Washington Navy Yard.

Rear Admiral Dahlgren died July 12, 1870.

Samuel L. Gravely, Jr.

Vice Admiral Samuel Lee Gravely, Jr. had a distinguished naval career as a surface warfare officer and manager. All leaders, civilian and military, officer or enlisted, government service grade or Senior Executive Service could learn the characteristics of effective leadership from Gravely's thirty-eight years in the Navy. There are several notable achievements to his credit including being the first African-American to command a combatant ship, to be promoted to flag rank, and to command a naval fleet. Gravely's life and naval career, spanning from 1944 to 1982, also reflect the improved status of African-Americans in the Navy and in American Society. As a distinguished veteran of World War II, and the Korean and Vietnam Wars, his military service suggests several qualities that a successful leader should possess.

The first attribute is simply "to be ready." Gravely could not always determine when an opportunity would arise but he made sure that he had prepared himself to be able to respond to it. Obstacles must be turned into opportunities. For example, when the officers club prevented Gravely from entering, he used the time to complete Navy correspondence courses. The additional education and training helped him become a better officer. Like any other sailor, Gravely did not like every job the Navy gave him but he did his best in each of them. In that sense, Gravely believed that all jobs were good jobs because they were chances to excel. Regardless of the size of one's command, lead with integrity, professionalism, and care. Gravely was a strategist as he faced more than a few challenges. Instead of being overwhelmed by them or focusing on them, he found creative ways to circumvent them or to accept them and he always strove to learn from his experiences. Gravely never sat on his laurels. He continued to learn and to expand his horizons. His career also suggests that leaders must be realistic and optimistic. While Gravely understood the naval policies designed to limit African-Americans in the Navy, he did not let them limit or discourage him. Another important characteristic is having the right attitude, as well as the appropriate credentials. He believed that success and respect were not given to anyone; they had to be earned. Another attribute of leadership is perseverance. An effective leader has to be committed enough to the cause to focus on the goal.

Despite the difficulties, Gravely enjoyed his naval service. This reminds leaders that it is important to know your job and to do it well but you should not forget to enjoy the work. An effective leader strives to make a positive difference for others and has a genuine concern for others. Good leaders are not born; they are developed and one measure of their success is that they have trained others to be effective leaders.

Finally, where one starts does not necessarily have to guarantee where he ends up. Instead of accepting the odds for failure, one can beat the odds by working and studying hard. Gravely began his career as a seaman apprentice at Great Lakes in 1942 and rose through the ranks to become a three star admiral.

Rear Admiral Grace Murray Hopper

Throughout her long and illustrious service to the Navy and the nation, Grace Hopper consistently demonstrated leadership, creativity, and technical competence of the highest order.

Born in 1906, Grace Murray graduated from college in 1928 and by 1934 had earned from Yale University a doctoral degree in mathematics, a real accomplishment for a woman in those days. During World War II, while employed as a mathematics professor at Vassar College, she answered her country's call and joined the United States Naval Reserve. Her first assignment was with the Bureau of Ordnance Computation Project at Harvard University, where she worked on some of the Navy's first computers. After the war, the Naval Reserve officer returned to civilian life, eventually joining the Sperry Rand Corporation, one of the computer industry's pioneering firms. During this period, she was instrumental in the creation of the FLOW-MATIC language for the UNIVAC I and UNIVAC II computers.

In 1967, soon after Grace Hopper retired from the Naval Reserve, the Navy decided it could not afford to lose the services of the brilliant officer. She served on active duty for the next two decades.

One of her crowning achievements was to persuade the business world that computer languages could be written in English, enabling firms large and small to compile computerized payroll, billing, and other records. This also helped the Navy improve how it ordered, warehoused, and distributed its supplies and handled many other logistical and administrative functions. She and her colleagues helped develop a common business computer language, known as COBOL.

One of her greatest attributes was the ability to instruct and persuade others about the computer's potential for improving the way people and institutions processed and exploited information. Rear Admiral Hopper, a gifted and entertaining speaker, appeared before hundreds of Navy and civilian groups during her career. To many Americans this admiral came to symbolize the professional excellence of the Navy's officer corps.

Rear Admiral Hopper received numerous honorary degrees and awards, including the Distinguished Service Medal, the Legion of Merit, and the Naval Ordnance Development Award. In 1986, four years before her death, President Ronald Reagan awarded Hopper the prestigious National Medal of Technology at a ceremony in the White House. But Rear Admiral Grace Murray Hopper, as she informed her biographer, considered her highest award to have been "the privilege and honor of serving very proudly in the United States Navy."

John Paul Jones

As an officer of the Continental Navy of the American Revolution, John Paul Jones helped establish the traditions of courage and professionalism that the Sailors of the United States Navy today proudly maintain.

John Paul was born in a humble gardener's cottage in Kirkbean, Kirkcudbrightshire, Scotland, went to sea as a youth, and was a merchant shipmaster by the age of twenty-one. Having taken up residence in Virginia, he volunteered early in the War of Independence to serve in his adopted country's infant navy and raised with his own hands the Continental ensign on board the flagship of the Navy's first fleet. He took the war to the enemy's home and with daring raids along the British coast and the famous victory of the *Bonhomme Richard* over HMS *Serapis*. After the *Bonhomme Richard* began taking on water and fires broke out on board, the British commander asked Jones if he had struck his flag. Jones replied, "I have not yet begun to fight!" In the end, it was the British commander who surrendered.

Jones is remembered for his indomitable will, his unwillingness to consider surrender when the slightest hope of victory still burned. Throughout his naval career Jones promoted professional standards and training. Sailors of the United States Navy can do no better than to emulate the spirit behind John Paul Jones's stirring Declaration: "I wish to have no connection with any ship that does not sail fast for I intend to go in harm's way."

Fleet Admiral Ernest J. King

Ernest Joseph King—born 23 November 1878 in Lorain, Ohio,—was appointed to the Naval Academy in 1897. In July 1898, during the Spanish-American War, he served as naval cadet in San Francisco, flagship of the Northern Patrol Squadron. Upon graduation from the academy in June 1901, he went to sea to serve the required two years as a passed midshipman before being commissioned an ensign on 7 June 1903.

In the years preceding World War I, King served in the Asiatic Fleet, Atlantic Fleet, and shore duty at Annapolis, Md. During World War I he served as aide and squadron engineer to Admiral Mayo, Commander in Chief, Atlantic Fleet. After the war, with the rank of captain, he again served at the Naval Academy as head of the Postgraduate Department.

King next turned his attention to submarines and the expanded role of naval aviation. After training at Pensacola, he received his wings. He was named assistant chief of the Navy Department's Bureau of Aeronautic in August 1928. After promotion to rear admiral 26 April 1933 King served as the bureau chief.

On 1 February 1941, he was designated Commander in Chief, Atlantic Fleet, with the rank of admiral. Soon after the United States entered World War II, President Roosevelt appointed King Chief of Naval Operations and the Senate confirmed the appointment 18 March 1942. In this office, with wisdom, inflexible integrity, and determination, he mapped out the strategy and vigorously directed the operations of the unprecedented naval campaigns which led to victory over Axis powers in Europe and crushed Japan in the Pacific. By act of Congress 14 December 1944, the five-star grade of fleet admiral was established; his appointment to that rank was confirmed the same day.

Though relieved by Fleet Admiral Nimitz as Chief of Naval Operations in December 1945, King continued to serve on active duty in an advisory capacity in the Office of the Secretary of the Navy. He died at the Naval Hospital, Portsmouth, N.H., on 25 June 1956. During his naval career, Fleet Admiral King received the Navy Cross, and the Distinguished Service Medal with two Gold Stars, in addition to many other awards from the United States and foreign governments.

John Archer Lejeune
Lieutenant General, USMC

Lieutenant General John A. Lejeune was born at Pointe Coupee, Louisiana on January 10, 1867. He went to Louisiana State University in Baton Rouge and graduated with a Bachelor of Arts degree. He was appointed as a midshipman to the U.S. Navy Academy, from which he graduated in 1888. After a two-year cruise as a cadet midshipman, he was commissioned a second lieutenant in the Marine Corps on July 1, 1890, and served in the Spanish-American War aboard the USS *Cincinnati*.

In 1903, Lejeune went to Panama with a battalion of Marines when conditions became critical through the revolution against Colombia. He spent three years at the Marine Barracks in Washington, DC and was then transferred to duty in the Philippines in May of 1907. There he commanded the Marine Barracks, Navy Yard, Cavite, and later the First Brigade of Marines. He returned to the United States in June 1909.

As lieutenant colonel, Lejeune went to Cuba with the Second Provisional Brigade Marines from May through December of 1912. He was detached to the Second Brigade at Guantanamo Bay in February, 1913. In November, 1913, he sailed from New York with the Second Advanced Base Regiment to Vera Cruz, Mexico. He returned home in December, 1914, to report to Marine Corps Headquarters in Washington, D.C. to become assistant to the major General Commandant of the Marine Corps.

When World War I broke out, General Lejeune took command of the Marine Barracks at Quantico, Virginia. He was then assigned to duty in Brost, France. He was assigned to command a brigade of the Thirty-Second Division and assumed command of the Fourth Brigade of Marines of the Second Division immediately following the attack of the division in the Soissons offensive.

On July 28, 1918, General Lejeune assumed command of the Second Division and remained in that capacity until August, 1919, when the unit was demobilized. He was the first Marine officer to hold an Army divisional command, and following the Armistice, he led his division in the march into Germany.

During the war, he was recognized by the French Government as a strategist and leader and received the Legion of Honor, and the Croix de Guerre. He received the Distinguished Service Medal from General John J. Pershing and the Navy Distinguished Service Medal when he returned to the United States following the occupation of Germany.

In October, 1919, he was again appointed commanding General, Marine Barracks, Quantico, prior to his appointment as Major General Commandant of the Marine Corps on June 30, 1920.

Upon expiration of his second term as Commandant, General Lejeune indicated his desire not to retire from the Marine Corps, but was relieved as Commandant in March, 1919. On November 10, 1929, he retired in order to accept the position of superintendent of the Virginia Military Institute, serving there until poor health necessitated his resignation in October, 1937. In February, 1942, he was promoted to the rank of lieutenant general on the Marine Corps retired list.

General Lejeune died on November 20, 1942, at the Union Memorial Hospital, Baltimore, Maryland, and was interred in the Arlington National Cemetery.

ADMIRAL MARC A. "PETE" MITSCHER
Naval Aviator Number 33

Throughout his naval career, Marc Mitscher epitomized the qualities that made him an outstanding leader: honor, courage and commitment. Born on January 26, 1887, in Hillsboro, Wisconsin, he went on to graduate from the Naval Academy in 1910, earn his commission as an Ensign on March 7, 1912 and completed flight training at NAS Pensacola in July 1916 to earn his "wings of gold."

Early in his career as a Naval Aviator LCDR Mitscher learned the value of commitment, dedication and perseverance. In 1919 the Navy planned an attempt to be the first to fly across the Atlantic. Mitscher was assigned as one of the pilots aboard the NC-1 aircraft. His aircraft was part of a three-plane squadron attempting the trans-Atlantic flight. As one of the pilots, he quickly learned about courage and honor during the attempted trans-Atlantic flight. To fly this massive NC seaplane required skill, endurance and perseverance. The physical exertion and skill to maintain the aircraft in flight, especially in rough weather, was a true test of a person's mettle. His plane, along with the NC-3, was forced down in heavy seas due to thick fog before reaching the Azores, the midway point en route to Portugal. Keenly disappointed in not achieving the goal of being the first to cross the Atlantic, he drew from this experience a sharpened sense of duty and commitment necessary for success, thus setting the stage for his future accomplishments in Naval Aviation. For this attempted trans-Atlantic flight he was awarded the Navy Cross "For distinguished service in the line of his profession as a member of the crew of the Seaplane NC-1, which made a long overseas flight from Newfoundland to the vicinity of the Azores in May 1919."

During the period between World War I and World War II Mitscher's experience with the Navy's developing carrier forces were instrumental in making carrier aviation a true striking force for the Navy in the Pacific war. He sought to improve the technology, tactics and doctrine for Naval Aviation. Certainly one of his most lasting contributions is the development of the carrier task force. Early in World War II aircraft carriers tended to operate alone. Mitscher sought to change this doctrine with the concentration of carrier forces that would eventually become the carrier task force. During the years of bitter naval combat in the Pacific, his name and the words "fast carrier task force" came to be synonymous. Carrier forces led by Admiral Mitscher gained and maintained control of the sea and air up to the very shores of Japan.

Admiral Marc A. Mitscher, involved in Naval Aviation for almost his entire career, died on February 3, 1947 while serving as Commander in Chief, Atlantic Fleet. The words of Admiral Arleigh Burke provide the greatest tribute and recognition of his leadership, "He spoke in a low voice and used few words. Yet, so great was his concern for his people—for their training and welfare in peacetime and their rescue in combat—that he was able to obtain their final ounce of effort and loyalty, without which he could not have become the preeminent carrier force commander in the world. A bulldog of a fighter, a strategist blessed with an uncanny ability to foresee his enemy's next move, and a lifelong searcher after truth and trout streams, he was above all else—perhaps above all other—a Naval Aviator."

Admiral Hyman G. Rickover

Hyman G. Rickover was born in Poland on 27 January 1900, just a few months before the American submarine force came into existence. He graduated from the Naval Academy in 1922 and served on board USS LaVallette and USS Nevada until he returned to the Academy for postgraduate education in electrical engineering.

Rickover underwent submarine training between January and June 1930. His service as head of the Electrical Section in the Bureau of Ships during World War II brought him a Legion of Merit and gave him experience in directing large development programs, choosing talented technical people, and working closely with private industry. Assigned to the Bureau of Ships in September 1947, Rickover received training in nuclear power at Oak Ridge Tennessee and worked with the bureau to explore the possibility of nuclear ship propulsion. In February 1949, he received an assignment to the Division of Reactor Development, U.S. Atomic Energy Commission and then assumed control of the Navy's effort as Director of the Naval Reactors Branch in the Bureau of Ships. This twin role enabled him to lead the effort to develop the world's first nuclear-powered submarine, USS Nautilus [SSN-571]. The latter joined the fleet in January 1955.

Promoted to the rank of Vice Admiral by 1958, Rickover exerted tremendous personal influence over the nuclear Navy in both an engineering and cultural sense. His views touched matters of design, propulsion, education, personnel, and professional standards. In every sense, he played the role of father to the nuclear fleet, its officers, and its men. After sixty-four years of service, Rickover retired from the Navy as a full admiral on 19 January 1982. He died on July 8, 1986.

BM1 James E. Williams

Skillful battle direction is one of the most important requirements for a leader in the U.S. Navy. Boatswain's Mate 1st Class James E. Williams, who received the Medal of Honor for his achievements, demonstrated extraordinary bravery and leadership during the Vietnam War. The petty officer was assigned to the River Patrol Force whose mission was to intercept Viet Cong arms shipments on the waterways of South Vietnam's Mekong Delta.

On 31 October 1966, Williams, patrol commander for his boat, River Patrol Boat 105, and another PBR was searching for Viet Cong guerrillas operating in an isolated area of the Delta. Suddenly, Communist guerrillas manning two sampans opened fire on the Americans. When Williams and his men neutralized one boat crew, the other one escaped into a nearby canal. The PBR sailors gave chase and soon found themselves in a beehive of enemy activity as Viet Cong guerrillas opened up with rocket propelled grenades and small arms against the Americans from fortified river bank positions. Against overwhelming odds, several times Williams led his PBRs against concentrations of enemy junks and sampans. He also called for support from the heavily armed UH-1B Huey helicopters of Navy Helicopter Attack (Light) Squadron 3, the "Seawolves." When that help arrived, he kicked off another attack in the failing light, cleverly turning on his boats' searchlights to illuminate enemy forces and positions. As a result of the three-hour battle, the American naval force killed numerous Viet Cong guerrillas, destroyed over fifty vessels, and disrupted a major enemy logistic operation. BM Williams not only displayed great courage under fire, but a keen understanding of how his Sailors, weapons, and equipment could be used to achieve victory.

2002 Selection Board Schedule

U S N

Dates are subject to change without notice

PLEASE verify correct dates by calling Selection Board Support Office (PERS 321)
DSN 882-3435, Commercial (901) 874-3435

Board	Board Title	Sponsor	Convene	Adjourn
160	Active 0-6 Line	PERS 85	10-Jan-02	18-Jan-02
161	Active 0-5 Line Continuation	PERS 813	10-Jan-02	18-Jan-02
165	Reserve 0-6 Line	PERS 86	14-Jan-02	25-Jan-02
166	TAR 0-6 Line	PERS 86	14-Jan-02	25-Jan-02
180	Active LDO/CWO IP	PERS 811	14-Jan-02	01-Feb-02
175	2nd Quarter Spot	PERS 85C	24-Jan-02	25-Jan-02
176	2nd Quarter Special	PERS 85C	24-Jan-02	25-Jan-02
170	Active 0-6 Staff	PERS 85	04-Feb-02	08-Feb-02
171	Active 0-5 Staff Continuation	PERS 813	04-Feb-02	08-Feb-02
215	Active 0-3 JAGC	PERS 85	04-Feb-02	08-Feb-02
216	Active 0-3 Chaplain Corps (CHC)	PERS 85	04-Feb-02	08-Feb-02
217	Law Education Program (LEP)	PERS 4416	11-Mar-02	15-Mar-02
245	Reserve 0-6 Staff	PERS 86	11-Feb-02	15-Feb-02
246	TAR 0-6 Staff	PERS 86	11-Feb-02	15-Feb-02
250	Reserve 0-5 Staff	PERS 86	11-Feb-02	15-Feb-02
251	TAR 0-5 Staff	PERS 86	11-Feb-02	15-Feb-02
230	Active 0-5 Line	PERS 85	19-Feb-02	08-Mar-02
231	Active 0-4 Line Continuation	PERS 813	19-Feb-02	08-Mar-02
185	CNRC Career Recruiter Force	CNRC	21-Feb-02	22-Feb-02
220	Test Pilot #1	PERS 446	26-Feb-02	01-Mar-02
225	Reserve 0-5 Line	PERS 86	25-Feb-02	08-Mar-02
226	TAR 0-5 Line	PERS 86	25-Feb-02	08-Mar-02
265	Active 0-5 Staff	PERS 85	11-Mar-02	15-Mar-02
266	Active 0-4 Staff Continuation	PERS 813	11-Mar-02	15-Mar-02
210	Active E-9	PERS 852	18-Mar-02	29-Mar-02
190	Acquisition Prof. Community #1	PERS 447	21-Mar-02	22-Mar-02
240	Transfer/Redesignation #2	PERS 811	25-Mar-02	30-Mar-02
275	Active 0-4 Line	PERS 85	01-Apr-02	19-Apr-02
276	Active 0-3 Line Continuation	PERS 813	01-Apr-02	19-Apr-02
255	Naval Spec. Warfare CO/XO Screen	PERS 415	01-Apr-02	05-Apr-02
260	3rd Quarter Spot Promotion	PERS 85C	11-Apr-02	12-Apr-02
261	Active Special Board	PERS 85C	11-Apr-02	12-Apr-02
235	Active E-8	PERS 852	01-Apr-02	03-May-02
270	Surface Warfare LCDR CO/XO Scm	PERS 413	15-Apr-02	23-Apr-02
50	Joint Specialty Officer (JSO)	PERS 45J	22-Apr-02	26-Apr-02
299	Active 0-3 Staff	PERS 85	29-Apr-02	10-May-02
300	Active 0-4 Staff	PERS 85	29-Apr-02	10-May-02
301	OEC Post Grad Education Screen	PERS 4413	29-Apr-02	10-May-02
302	Supply Corps Post Grad Educ Scm	PERS 4412	29-Apr-02	10-May-02

303	Active 0-3 Staff Continuation	PERS 813	29-Apr-02	10-May-02
205	Reserve E-8/9	PERS 862	06-May-02	17-May-02
206	Reserve E-8/9 (TAR)	PERS 862	06-May-02	17-May-02
285	Reserve 0-4 Line	PERS 86	13-May-02	24-May-02
286	TAR 0-4 Line	PERS 86	13-May-02	24-May-02
305	CNRC Career Recruiter Force	CNRC	15-May-02	17-May-02
329	Active CWO 3	PERS 85	20-May-02	24-May-02
330	Active CWO 3/4	PERS 85	20-May-02	24-May-02
331	Active CWO 3/4 Continuation	PERS 813	20-May-02	24-May-02
350	Submarine Warfare CO/XO Screen	PERS 42B	20-May-02	24-May-02
310	Command Master Chief Screen #2	PERS 40FF	03-Jun-02	06-Jun-02
311	Senior Enlisted Academy Screen #2	PERS 40FF	03-Jun-02	06-Jun-02
290	Active E-7 Special Selection Board	PERS 852	17-Jun-02	21-Jun-02
315	Reserve LDO/CWO IP	PERS 911	03-Jun-02	06-Jun-02
325	TAR Transfer/Redesignation #2	PERS 4417	03-Jun-02	07-Jun-02
320	NJROTC Officer	CNET	03-Jun-02	07-Jun-02
321	NJROTC Enlisted	CNET	03-Jun-02	07-Jun-02
355	Active 0-3 Line	PERS 85	10-Jun-02	14-Jun-02
335	Reserve E-7	PERS 862	10-Jun-02	28-Jun-02
336	Reserve E-7(TAR)	PERS 862	10-Jun-02	28-Jun-02
295	NASA Astronaut	PERS 446	10-Jun-02	14-Jun-02
340	Reserve 0-4 Staff	PERS 86	24-Jun-02	28-Jun-02
341	TAR 0-4 Staff	PERS 86	24-Jun-02	28-Jun-02
345	Reserve 0-3 Staff	PERS 86	24-Jun-02	28-Jun-02
346	TAR 0-3 Staff	PERS 86	24-Jun-02	28-Jun-02
360	Active E-7	PERS 852	08-Jul-02	09-Aug-02
365	Reserve 0-3 Line	PERS 86	15-Jul-02	19-Jul-02
366	TAR 0-3 Line	PERS 86	15-Jul-02	19-Jul-02
370	VADM Stockdale Leadership Award	N131L1	25-Jul-02	25-Jul-02
375	4th Quarter Spot Promotion	PERS 85C	25-Jul-02	26-Jul-02
376	Active Special Board	PERS 85C	25-Jul-02	26-Jul-02
380	Test Pilot #2	PERS 446	30-Jul-02	02-Aug-02
390	Reserve Aviation Cdr Command	PERS 4417	05-Aug-02	09-Aug-02
391	COMMAND - NON COMMAND (RES)	NAVRESFOR	12-Aug-02	30-Aug-02
385	Reserve Chief Warrant Officer 3/4	PERS 86	19-Aug-02	23-Aug-02
400	Permanent Military Professor	PERS 444	26-Aug-02	30-Aug-02
405	Medical Dept. CO/XO Screen	PERS 4415	03-Sep-02	06-Sep-02
410	Intel Officer Commander Sea	PERS 4411	09-Sep-02	13-Sep-02
415	TAR/Reserve Major Command	PERS 4417	09-Sep-02	13-Sep-02
440	Seaman to Admiral	CNET	09-Sep-02	27-Sep-02
425	Cryptologist Commander Cnd	PERS 4410	11-Sep-02	13-Sep-02
430	Surface Warfare D/H Screen	PERS 412	16-Sep-02	20-Sep-02
435	Aviation Commander Command	PERS 432	16-Sep-02	27-Sep-02
445	MSC Duty Under Instruction	PERS 4415	16-Sep-02	20-Sep-02
450	CNRC Career Recruiter Force	CNRC	19-Sep-02	20-Sep-02
420	Acquisition Prof. Community #2	PERS 447	23-Sep-02	27-Sep-02

Permanent Personnel Record (Microfiche) Management

Proofreading your record. Be very careful to proofread your record for any missing information such as FITREPS/EVALS, special schools, awards, qualifications, and other related items. Careful record preparation is very important for the selection board process. If you are missing information, the correct departments to contact are listed below.

Correcting your record - To request technical corrections to your Permanent Personnel (Microfiche) Service Record, please contact:

Commander, Navy Personnel Command
PERS 313 Customer Service
PERS 313D
5720 Integrity Drive
Millington, TN 38055-3130

For questions call DSN 882-3596 or Commercial (901) 874-3596

Fitness Reports - If you are missing a fitness report or evaluation from your microfiche, send a copy to:

Commander, Navy Personnel Command
PERS 311
5720 Integrity Drive
Millington, TN 38055-3110

If mailing FedEx or Certified Mail:

Commander, Navy Personnel Command
PERS 311
Bldg 769 - Wood Hall
5751 Honor Drive
Millington, TN 38055-3110

For questions call DSN 882-3313/5/6 or Commercial (901) 874-3313/5/6

Microfiche - Order your microfiche online at BUPERS Access. It will be mailed to your command - (To your command's official address). No fax or signature required! Log on to BUPERS Access, click Programs and then Microfiche Req. BUPERS Access should be your primary source for obtaining your Microfiche. Only if you cannot access BUPERS Access should you fax or mail in the Microfiche Order form and mail or fax it to PERS-313C.

Commander, Navy Personnel Command
PERS 313C
5720 Integrity Drive
Millington, TN 38055-3130

For questions call DSN 882-3407/08/10/18 or (901) 874-3407/08/10/18, or
FAX to DSN 882-2664 or (901) 874-2664

Officer Data Card (ODC) - An ODC is automatically generated on a yearly basis to each active duty naval officer. One copy of the ODC is forwarded to each officer in a "duty" status according to grade as follows:

Lieutenants - January
Ensigns, Warrant Officers and Flag Officers - April
Lieutenant Commanders and Commanders - July
Lieutenants (Junior Grade) and Captains - October

You may order your Officer Data Card by writing or faxing:

Commander, Navy Personnel Command
PERS 312G
5720 Integrity Drive
Millington, TN 38055-3120

For questions call DSN 882-3290/4846/3392 or (901) 874-3290/4846/3392, or FAX to DSN 882-2660 or (901) 874-2660

Awards - Submit missing personal awards to:

(SECNAV Awards Board & Unit Awards)
Navy Department Board of Decorations and Medals
ATTN: NO9B13
2000 Navy Pentagon
Washington, DC 20350-2000

DSN 325-1770 or Commercial (202) 685-1770

(CNO Awards Board & Personal Awards)
Chief of Naval Operations
Board of Decorations and Medals
ATTN: NOB913
2000 Navy Pentagon
Washington, DC 20350-2000

DSN 288-4992 or Commercial (202) 433-4992

Photographs - All officers are required to submit an official photograph within three months of pinning on a new rank. For selection on boards, ensure you have a photograph in your current paygrade prior to the board convening date. Your full length photograph, in khakis, should be submitted on a NAV1070/10 form to:

Commander, Navy Personnel Command
PERS 313C
5720 Integrity Drive
Millington, TN 38055-3130

For questions call DSN 882-4846 or (901) 874-4846, or FAX to DSN 882-2660 or (901) 874-2660

New Items - You may submit new items for inclusion in your Permanent Personnel (Microfiche) Service Record to:

Commander, Navy Personnel Command
PERS 313C1
5720 Integrity Drive
Millington, TN 38055-3130

For questions call DSN 882-3415 or (901) 874-3415, or FAX to DSN 882-2664 or (901) 874-2664

2002 SELECTION BOARD SCHEDULE

USMC

INFORMATION IS SUBJECT TO CHANGE WITHOUT NOTICE

Be sure to check the MARADMIN announcing the convening of the board to check the official eligible population, and for any specific guidance for that board. A complete listing of Convening MARADMINS can be found at the USMC Officer Promotions Website: <https://osprey.manpower.usmc.mil/web/manpower/manpower.nsf/mmpr/mmpr+home>

OFFICER PROMOTIONS

Grade	Status
Regular	
LtCol LDO	Convenes 01/28/2002
Maj LDO	Convenes 01/28/2002
Capt	Convenes 02/12/2002
CWO	Convenes 08/20/2002
Reserve	
BGen	Convenes 01/07/2002
Col AR	Convenes 01/07/2002
Gd	Convenes 01/22/2002
LtCol AR	Convenes 01/07/2002
LtCol	Convenes 03/12/2002
Maj AR	Convenes 01/07/2002
Maj	Convenes 02/26/2002
Capt	Convenes 04/09/2002
CWO	Convenes 04/09/2002

ENLISTED PROMOTIONS

MARADMIN 266/01 [010541Z JUN 01]

<u>Selection Boards</u>	<u>Duration</u>	<u>Convene/Adjourn Dates</u>
SgtMaj through MSgt	9 weeks	23 Jan - 30 Mar 01
GySgt	8 weeks	24 Apr - 15 Jun 01
SSgt	9 weeks	17 Jul - 14 Sep 01
Reserve SNCO Board (AR, SMCR, IRR)	8 weeks	17 Oct - 07 Dec 01

OFFICER PROMOTIONS

Word from the Section Head
(USMC)

This page is intended to provide basic information for all officers to consider who are currently or will become eligible for a statutory selection board.

Know the information:

It's important to carefully review all of the following:

Current Copy of Officer Promotion Manual: Review this to ensure you are up-to-date on the latest procedures and regulations concerning Officer Promotions.

Officer Promotion Board Schedule Message: Although the convening dates for boards are usually constant from year to year, there are no guarantees. Don't miss your board because you assumed it was going to be held the same time as last year.

Convening Message: This message formally announces the convening of the board, along with the zones. It is released approximately 30 days prior to the board. This message will contain specific guidance about the board, so it's important to read the entire message.

Get a copy of your OMPF and MBS within 12 months of the board:

It's important to review your OMPF and MBS early enough that you have time to correct any problems that you discover. In some cases, the RS or RO from years ago need to be located to get a copy of a missing fitness report. Current instructions on how to order your OMPF and MBS can be obtained at <https://www.mmsb.usmc.mil>. Problems with the MMSB web site can be resolved at DSN: 278-3909 or Comm (703) 784-3909.

Review both the OMPF and MBS:

Realize that the OMPF and MBS are two separate documents and are not linked. It is possible for a fitness report to be listed on the MBS but, not be in the OMPF, and vice versa. Carefully review both for accuracy.

What to look for in the MBS:

Only the New-Style MBS header information is being updated. Old MBS's were archived and will not necessarily reflect your correct current information.

Is the header information correct? (Name, DOR, etc...)

Does the Special Information Block correctly reflect your current billet? Board members like to see where you are right now (not just HQSVEN but the S-3, etc...). If missing, your S-1 can correct it or you can communicate it to the board.

Is the Civilian Education correct? Does the matching diploma appear in the OMPF? Corrections to the MBS are made via unit diary - see your S-1.

Are the Awards correct? Do the awards and their citations appear in the OMPF? Corrections to the MBS are made via unit diary - see your S-1.

Do you hold a joint or acquisition additional MOS? (9957 / 8 / 9) Is it listed on your MBS?

Are all your fitness reports as an Officer correctly listed? (although any fitness reports you might have received while enlisted are still in your OMPF, they are omitted from the MBS) Are the dates, occasions, and markings correctly listed?

What to look for in the OMPF:

Are all fitness reports present (back to when you were a Sgt, 2nd Lt, or WL) and readable? If not, contact MMB to correct the OMPF and send a copy directly to the board as a precaution.

Back pages of the old fitness reports that reflect rankings are important -- make sure you can read them

Are your awards and schools documented in your "C" fiche? A copy of your award, school certificate, MCI, etc... should be in your OMPF.

Communicate with the board:

Communicate with the board via letter on anything you think is important. If it is not on your MBS or in your OMPF, then the board DOES NOT HAVE VISIBILITY TO IT! The MCI you finished last week, you are in the Exceptional Member Family Program just PCS'd to be the MEU OPSO, etc... will not be visible to the board. This is the best way to communicate information that you feel is important directly to the board.

Written communication must come directly from the eligible officer, must have a signed cover letter from the eligible officer, and must arrive no later than 1700 the day the board convenes.

Send a photo:

Send a photo. If you don't send a photo, the board could get one of two impressions: you don't care enough about being selected to send one, or that you are trying to hide something. If you are unable for some reason to send a photo, communicate to the board as to why not.

Review our Website before calling:

The Officer Promotion Section goes to great lengths to keep our Website as current as possible. Check to see if the answer to your question is already available. Spread the word about the site, and send recommendations for improvements.

SNCO Selection Board Preparation

USMC

Don't Procrastinate!!!!

The selection boards are conducted annually during the same timeframe each year and should not be a surprise to any sergeant or SNCO. Marines, with the assistance of their commanders, are responsible for the accuracy and completeness of their Official Military Personnel File (OMPF). Waiting until the convening MARADMIN is published to determine your eligibility is too late to begin preparing for a selection board. Ensuring the accuracy of your official records should be a continuous process

Each Staff Noncommissioned Officer (SNCO) selection board finds incomplete/inaccurate records on Marines eligible for selection to the next higher grade. (i.e.: missing fitness reports, unreadable information, erroneous information, etc.) Subsequent to the adjournment of a selection board, Marines who are not selected begin to request remedial promotion consideration due to missing or inaccurate information contained in their OMPF or the Marine Corps Total Force System (MCTFS). TOO LATE!

Complete your required Professional Military Education (PME). The PME certificate must be dated prior to the convening date of the selection board. Those Marines who have not completed their required PME are considered less than fully qualified for promotion.

Pre-Board setup:

We begin retrieving the eligible population, based on the data contained in MCTFS, approximately 60 days (USMC) and 90 days (USMCR) prior to the convening date of the selection board. If your MCTFS data is incorrect and will not/cannot be corrected 60 days/90 days prior to the convening date of the selection board, you should submit the correct information to the board as update material.

Know the information:

It's important to carefully review all of the following:

Enlisted Promotion Manual [MCO P1400.32C] - Chapters 1 and 3: Review this to ensure you are up-to-date on the latest procedures and regulations concerning Enlisted Promotions.

Enlisted Promotion Board Schedules: Although the convening dates for boards are usually constant from year to year, there are no guarantees. Don't miss your board because you assumed it was going to be held the same time as last year.

Convening Message: This message formally announces the convening of the board, along with the allocations and zones. It is released approximately 30 days prior to the board. This message will contain specific guidance about the board, so it's important to read it all.

Contact the Enlisted Career Counselor - [MEA-64].

Read the Enlisted Career Force Control MARADMIN.

Review your OMPF and MBS within 12 months of the board:

Review your OMPF and MBS early enough that you have time to correct any problems that you discover. In some cases, the RS or RO from years ago need to be located to get a copy of a missing fitness report. Current instructions on how to order your OMPF and MBS can be obtained at the Personnel Management Support Branch (MSB) website.

Realize that the OMPF and MBS are two separate documents and are not linked. It is possible for a fitness report to be listed on the MBS but not be in the OMPF and vice versa. Carefully review both for accuracy.

What to look for in the OMPF:

Are all fitness reports present and readable? If not, contact MSB to correct the OMPF and send a "certified true copy" directly to the board as a precaution.

Are your awards and schools documented in your "C" fiche? A copy of your awards, school certificates, MCI, etc... should be in your OMPF.

Review your OMPF for accuracy, completeness and readability. MCO P1070.12J (Individual Records Administration Manual) and MCO P1610.7E (Performance Evaluation System) will assist you in determining the documents that should be filed in your OMPF and instructions on corrective action.

What to look for in the MBS:

Is the header information correct? (Name, DOR, etc...)

Are the Awards correct? Do the awards and their citations appear in the OMPF? Corrections to the MBS are made via unit diary - see your Admin section.

Ensure your physical fitness score, rifle range score, pistol score, primary military occupational specialty or intended military occupational specialty, professional military education, civilian education, personal awards, armed forces active duty base date (AFADBD), pay entry base date (PEBD), date of rank (DOR), Career Retirement Credit Report (CRCR) [USMR only] is correct.

Communicate with the board:

You may communicate with Enlisted Promotion or the Selection Board in various ways: by e-mail, carrier mail, fax, or telephone.

Communicate with the board via letter on anything you think is important. If it is not on your MBS or in your OMPF, then the board DOES NOT HAVE VISIBILITY TO IT! The MCI you finished last week, you are in the Exceptional Member Family Program, just PCS'd, etc... will not be visible to the board. This is the best way to communicate information that you feel is important directly to the board.

If you are asking other individuals (a third party) to prepare a letter of recommendation for the board, you must endorse the letter or forward the letter(s) under a separate cover letter. This process PROTECTS YOU, the eligible Marine, from having information submitted to the board without your knowledge. Any correspondence received without your signature will not be presented to the board for consideration.

These letters must be received not later than 2359 on the convening date of the selection board.

Send a photo:

Submit a SQUARED AWAY photograph to the selection board regardless of zone. Instructions for the photograph are contained in MCO P1070.12J (Individual Records Administration Manual). If you are unable for some reason to send a photo, communicate to the board as to why not.

Photographs must be taken within six months of the convening date.

If your service "C" uniform is not available due to deployment, submit a photograph in the most appropriate uniform available.

Although not required, you are strongly encouraged to have your photograph certified by your CO/XO/SgtMaj/1stSgt if you exceed the height/weight standards. Include your body fat percentage.

Review our Website before calling:

The Enlisted Promotion Section goes to great lengths to keep our website as current as possible. Check our Frequently Asked Questions section to see if the answer to your question is already available. Spread the word about the site, and send recommendations for improvements.

Things to Remember:

- You compete by military occupational specialty [USMC/USMCR(AR)] and by occupational field [USMCR (SMCR/TRR)].
- Your entire record is reviewed and considered by the selection board.
- Above Zone Marines receive full consideration along with the Promotion Zone Marines.
- There is no minimum/maximum allowable number that may be selected from the Above Zone.
- An accelerated fitness report for sergeants and staff sergeants place a Marine in the Below Zone population, if the Marine is not already in one of the three eligibility zones.
- The Promotion Zone population may be either extended or reduced during a selection board. Review the select MARADMIN for the zone and allocation changes that occurred during the selection board.
- The Below Zone is normally an estimate of the promotion zone for next year's selection board. Although the below zone records are reviewed by the selection board, a maximum of 5% of the allocation may be selected from the below zone at the president's discretion.
- This page is intended to provide basic information for all enlisted personnel who are currently eligible, or will become eligible for a statutory selection board to consider.

FITREP/EVAL/COUNSELING PLANNING CALENDAR

(FITREP/EVAL ending dates are the last day of the month for officers and the 15th of the month for enlisted.)

PERIODIC FITREP/EVAL				MIDTERM COUNSELING		
	OFFICERS (ACTIVE)	OFFICERS (TAR/INACT)	ENLISTED (ALL)	OFFICERS (ACTIVE)	OFFICERS (TAR/INACT)	ENLISTED (ALL)
January	O3			O6	O6	E3/2/1
February	O2			O5	O5(TAR)	
March	W4, W3	W4, W3, W2, W1	E5	W2, W1	O5(INAC), O4, O2, O1	E8, E7
April			E9	O4	O3	
May	O1					E6
June			E4			
July	O8, O7, O6	O8, O7, O6	E3/2/1	O3		
August	O5	O5(TAR)		O2		
September	W2, W1	O5(INAC), O4, O2, O1	E8, E7	W4, W3	W4, W3, W2, W1	E5
October	O4	O3				E9
November			E6	O1		
December						E4

A periodic report may be omitted if the member has received an Observed Regular report within the past 3 months. The omitted period is then included in the next Regular report. Otherwise, the Periodic report must be submitted on the due date, but may then be extended by letter for up to 3 months in place of a Promotion/Frocking or Detachment report. Mid-term counseling should normally be performed in the month scheduled, and may not be omitted or unduly delayed, but may be performed in an earlier or later month necessary or more appropriate to the needs of the member.

PERFORMANCE EVALUATION SYSTEM

MCO 1610.7E

APPENDIX A

ANNUAL FITNESS REPORT SCHEDULE (AN AND AR REPORTS)

	REPORTING PERIOD ENDS LAST DAY OF	REPORTING PERIOD ENDS LAST DAY OF	REPORTING PERIOD ENDS LAST DAY OF
GRADE OF	ACTIVE	RESERVE	ACTIVE
SGT	MAR	JUN	JUN
SSGT	DEC	JUN	JUN
GYSGT	SEP	JUN	JUN
1STSGT/MSGT	SEP	JUN	JUN
SGTMAJ/MGYSGT	SEP	JUN	JUN
WO/CWO	APR	FEB	FEB
2NDLT	JAN/JUL	APR	N/A
1STLT	NOV/MAY	FEB	FEB
CAPT	JUL	JAN	SEP
MAJ	JUL	DEC	SEP
LTCOL	MAY	NOV	SEP
COL	MAY	JUN	JUL
BGEN	JUN	JUN	N/A

1 All reports for Marines should arrive at HQMC no later than 30 days after the reporting period to ensure proper processing into official records to facilitate selection board and personnel management decisions.

2 Reservists who are considered for promotion by an Active Component selection board will receive AN reports while those who are considered by a Reserve Component selection board (to include Active Reserve Marines) will receive AR reports.

3 Reports on Active Component 2nd and 1st Lieutenants are semi annual vice annual.

SPECIFIC REQUIREMENTS FOR ADVANCEMENT IN PAYGRADE

REQUIREMENTS	E1 to E2	E2 to E3	E3 to E4	E4 to E5	E5 to E6	E6 to E7	E7 to E8	E8 to E9
TIME IN RATE	9 mos	9 mos as E2	6 mos as E3	12 mos as E4	36 mos as E5	36 mos as E6	36 mos as E7	36 mos as E8
SCHOOL	RTC	None	Refer to current NAVADMIN REGA/CREO	NJS for LN2	None	Navy school for AGC and MUC	None	Navy school for MUCM
BUPERS APPROVAL TO PARTICIPATE	None	None	Req'd for controlled ratings	None	None	None	None	None
PERFORMANCE TEST	None	None	Refer to NAVPERS 18068F, Appendix D, which contains a list of required Performance Tests.				None	None
LEADERSHIP TRAINING	None	None	Petty Officer Indoc	None	PO2 Leadership Training Course	PO1 Leadership Training Course CPO Indoc	CPO Leadership Training Course	None
ENLISTED PERFORMANCE EVALUATION	Used by CO when giving approval for advancements		Counts toward performance factor credit in Advancement Final Multiple for all E4 through E7 candidates.				Reviewed by Selection Board	Reviewed by Selection Board
OBLIGATED SERVICE REQUIREMENTS	There is no single set of obligated amount of service required to take Navy-wide advancement exams or to accept advancement to paygrades E1 to E6.					Must have two years remaining of obligated service to accept appointment to a CPO paygrade.		
EXAMINATIONS	None	None	Navy-wide advancement examinations are required for advancement to all petty officer paygrades.			CPO must take Navy-wide advancement examinations and be selected by Navy-side CPO Selection Board, SCPO/MCPO chosen through Selection Board only.		
NON-RESIDENT TRAINING COURSE (NRTC)	Refer to Navy Advancement Center Web Page at www.advancement.cnet.navy.mil.							
RECOMMENDED BY COMMANDING OFFICER	All Navy advancements require the Commanding Officer's recommendation for advancement on current evaluation.							

Community Managers/Technical Advisors Office Codes/Telephone List

For E-mail address, replace xxxx with listed Code: xxxx@persnet.navy.mil
 Example: to E-mail the Submarine Junior Officer Shore Detailer(PERS-421c): p421c@persnet.navy.mil
 Numbers listed are DSN: For Commercial Phone Numbers convert as follows:
 (901) 874-XXXX for DSN 882 (301) 757-XXXX for DSN 757
 (703) 614-XXXX for DSN 224 (202) 433-XXXX for DSN 288
 (703) 693-XXXX for DSN 223 (703) 695-XXXX for DSN 225

<u>PERS-Code</u>	<u>Position</u>	<u>DSN</u>
<u>OFFICER COMMUNITY</u>		
<u>Perspective and LINK Magazines</u>		
051	Managing Ed., Perspective and LINK Magazines	882-4135
051A	Editor, LINK Magazine	882-4136

NPC Access/TVR and NPC Home Page Technical Support

1023	PERSNET Help Desk	882-4717
	NPC Web Site Technical Support	882-3496

Personnel Policy Advisors

N130F	Personnel Exchange Program (PEP) Advisor	224-5393
447	Acquisition Professional (AP) Coordinator	882-3837
00W/N13WW	Special Assistant for Women's Policy	225-9385
N123J	Joint Policy Advisor	225-3616
45J	Director, Joint Officer Management	882-4217
45J1	JPME Phase II Quota Control	882-4218
N123C	TAD/Joint Operations Assignments Advisor	225-3748
N123C1	TAD Assistant	224-1012
00H	Director, Professional Relationships Division	882-4271
00H1	Sexual Harassment/Fraternalization Advisor	882-4283
00H2	Diversity Officer	882-4405
00H3	Equal Opportunity/CMED Advisor	882-4274
00J	Special Assistant for Minority Affairs	225-2897
00J1	Navy Affirmative Action Plans Advisor	224-2008
00J2	Minority Affairs Liaison Officer	224-2008
00J3	Minority Affairs Liaison Officer	225-2824
662F	Exceptional Family Member Program	882-2510

Microfiche, PSR/OSR, Selection Boards, Fitness Reports, ODC Support

311	Customer Service	882-3313/15/16
311	Branch Head	882-3309
311	FITREP/Eval Support, FITREP/ Eval Selection Board Support	882-3313
312G	Officer Data Card (ODC) Support	882-3350
313D	Microfiche & PSR/OSR Customer Service	882-3415
	Fax Ordering	882-2664
32B	Selection Board Support	882-6951

Inservice Procurement and Transfer Division

81	Director	882- 3200
81B	Deputy Director	882- 4408
811	Head, Inservice Procurement/Transfer Branch	882- 3170
811	Fax	882- 2620
812	Head, Officer Recall	882- 3208
813	Head, Officer Separations	882- 3194
813B	Officer Involuntary Separations	882- 3195
813C	Resignations/Release from Active Duty	882- 3197
815/255	Head, Enlistment/Reenlistment Branch	882- 3069

Officer Promotions Division

85	Director	882- 3221
85A	Administrative Officer	882- 3252
85C	Officer Special Board Coordinator	882- 2322
85L	Line Selection Board Liaison	882- 3253
85M	Staff Selection Board Liaison	882- 4524
86	Director, Reserve Officer & Enlisted Promotions	882- 4523
86B	Deputy Director, Res Off & Enl Promotions	882- 4526
861	Head, Res. Officer Promotions & Appointments	882- 4528

Retirements Division

82	Director	882- 3185
82B	Deputy Director	223- 7994
821	Head, LIMDU/Disability Retirement	882- 3229
822	Head, Officer Retirement	882- 3184

Officer Community Management (OCM) and Career Planning Division

N131	Director	223- 2301
N131B	Deputy Director	223- 2303
N131A	Secretary	223- 2302
N1G2	Head, Chaplain Officer Community Manager	225- 8523
211D	Head, AED/AMD Officer Community Manager	757- 8483
N131U	Head, Engineering Duty Officer Comm Mgr.	882- 3994
N131U1	Asst, Engineering Duty Officer Comm Mgr.	332- 8503
N131H	Head, Special Warfare Officer Comm Mgr.	225- 3914
N131H1	Asst. Special Warfare Officer Community Mgr.	224- 3289
N131G	Head, Fleet Support Officer Community Mgr.	227- 8761
N131X	Head, Special Operations Officer Comm Mgr.	882- 3911
N131I	Head, Intelligence Officer Community Mgr.	223- 1227
N131J	Head, JAG Corps Officer Community Mgr.	325- 5185
N131J1	Asst, JAG Corps Officer Community Mgr.	325- 5458
N131K	Head, CEC Officer Community Manager	882- 4032
N131K1	Assistant, CEC Officer Community Manager	882- 4034
N131L	Head, LDO/CWO OCM	223- 2309
N131L1	Asst, LDO/CWO OCM	223- 2310
N131M	Head, Medical Officer Community Manager	223- 2328
N131M2	Admin Assistant, Medical Officer Comm Mgr	223- 2324
N131M3	Med. Svc. Corps/Dental Officer Comm Mgr	223- 2327
N131M4	Nurse Corps Officer Community Manager	223- 2326

N131N	Head, Submarine Officer Community Manager	225- 3734
N131N1	Asst, Submarine Officer Community Manager	225- 3885
N131O	Oceanography Officer Community Manager	882- 4109
N131O1	Asst, Oceanography Officer Community Mgr.	882- 4109
N131P	Public Affairs Officer Community Manager	882- 4091
N131P1	Asst, Public Affairs Officer Community Mgr.	882- 4025
N131Q	Cryptology Officer Community Manager	882- 4079
N131R	Merchant Marine Officer Community Manager	332- 7128
N131S	Supply Corps Officer Community Manager	882- 4623
N131T	Acquisition Professional Community Manager	332- 2836
N131V	Head, Aviation Officer Community Manager	223- 2306
N131V1	Assistant, Aviation Officer Community Manager	223- 2307
N131W	Head, SWO Officer Community Manager	223- 2305

Officer Plans Branch

N131C	Head, Officer Plans Branch	223- 2321
N131C1	Strength Analyst	223- 2322
N131C2	Strength Analyst	223- 2323
N131D	Head, Accessions Plans	223- 2325
N131D1	Assistant, Accessions Plans	223- 2313
N131F	Head, Promotions	223- 2330
N131F1	Assistant Head, Promotions	223- 2329
N131F2	Promotion Program Liaison	225- 6417

Professional Development Branch

N131E	Head, Professional Development	225- 6408
N131E1	Graduate Education/Subspecialty Analyst	224- 4933
N131E2	Graduate Ed/Analyst/Web Admin and Developer	224- 4242
N131E3	Head, Graduate Education/Subspecialty	225- 6409

Surface Officer Distribution Division

41	Director/CAPT Assignment	882- 3927
41B	Deputy Director	882- 3927
41A	Assistant, CAPT Assignment	882- 3927
41N/424	Assistant, Nuclear Assignment	882- 3940
41P	Community Management Analyst	882- 4995
41M	Assistant, Community Management Analyst	882- 4939
41O	Head, CDR Assignment	882- 3900
41OA	Assistant, CDR Assignment	882- 3900
411	Head Post DH Assignment	882- 3888
411A	Post DH Assignment (A-K)	882- 3888
411B	Post DH Assignment Officer (L-Z)	882- 3888
412	Head, Junior Officer Assignment	882- 3894
412C	Junior Officer Shore Coordinator	882- 3894
412S	Junior Officer Sea Coordinator	882- 3894
412M	Department Head Detailer	882- 3894
412N	Surface Nuclear Assignment	882- 3894
412C	Division Officers (A-D)	882- 3894
412H	Division Officers (E-J)	882- 3894
412K	Division Officers (K-N)	882- 3894
412J	Division Officers (O-S)	882- 3894
412D	Division Officers (T-Z)	882- 3894

412E	Initial Assignment	882-3894
412N	Surface Nuclear Assignment	882-3894
413	Head, Surface Ship Placement Branch	882-3897
413A	LANT CRUDES Ship and Staffs	882-3917
413B	PAC CRUDES Ships and Staffs	882-3901
413E	CLF/PC/USNS/Trng/MW	882-3921
413F	Amphibious Ships and Staffs	882-3923
414	Head, Surface LDO/CWO Assignment/Admin	882-3885
414B	Deck/Ops/Ord/Sec	882-3906
414C	Engineering Repair	882-3887
414D	El ex/Communications/ADP	882-3907
414A	Admin and Bandmasters	882-2329
415	Head, Special Warfare Assignment/Placement	882-3924
416	Head, Special Operations Assignment/Placement	882-3911

Submarine/Nuclear Power Officer Distribution Division

42	Director/CAPT Assignment	882-3930
42B	Deputy Director/CO Detailer	882-3929
421	Head, Submarine/Nuclear Power Assignment	882-3944
421A	Post Department Head Shore Detailer	882-3931
421B	Department Head Detailer	882-3932
421C	Junior Officer Shore Detailer	882-3943
421D	Junior Officer Sea Detailer/NOIP Coordinator	882-3933
421E	Accessions/Resignations	882-3934
422	Head, Nuclear Submarine LDO/CWO Assignment	882-3935
422A	LDO/CWO Detailer	882-3945
423	Staff Placement	882-3937
424/41N	Head, Surface Nuclear Power Distribution	882-3940
424B	Assistant, Surface Nuclear Power Distribution	225-4192

Aviation Officer Distribution Division

	Aviation CAPT Assignment Branch	882-3974
	Aviation CDR Assignment Branch	882-3975
	Aviation LCDR/Junior Officer Assignment Branch	882-3947
	Air Combat Placement Branch	882-3987
43	Director/CAPT Assignment	882-3974
43A	Assistant CAPT Assignment	882-3976
43AX	Assistant, CAPT Assignment	882-3955
43B	Deputy Director	882-2288
43B1A	Administrative YN	882-3978
43B2	Administrative YN	882-3956
43C	Director's Assistant	882-3958
431	Head, CDR Detailer	882-3957
431A	Assistant, CDR Detailer	882-3963
431B	Assistant, CDR Detailer	882-3972
431C	CDR Shop Order Writer	882-3975
432	Head, LCDR/JO Assignments	882-3973
432C	Shore Coordinator	882-3960
432D	Initial Helo/Shore/RAD/Schools/ Subspecs/MnAffrs	882-3969
432E	VAW/VRC/Warfare Transition	882-3965
432F	VFA	882-3966
432G	VF	882-3986
432H	Helicopter Sea Assignment	882-3950

432I	VP Shore Assignment	882- 3951
432K	VAM/VAQ	882- 3967
432L	Head, Aviation LDO/CWO Assignment	882- 3968
432M	Assistant, Aviation LDO/CWO Assignment	882- 3948
432O	MLPERS Management Specialist	882- 3947
432P	VP Sea Assignment	882- 3952
432Q	Helicopter Shore Assignment	882- 3970
432R	Sea Coordinator	882- 3484
432S	VS/Force Support	882- 3953
432T	Pilot/NFO Initial Assn/General Aviation/ACCP/ACIP	882- 3954
432U	VQ Assignment	882- 3985
432U1	VQ/CARGRU Staff Placement	882- 3949
432V	Assistant, LDO/CWO Assignment	882- 3964
433	Head, Air Combat Placement	882- 4944
433A	VFA/VX- 9/LSO School	882- 3959
433B	VF/CVW West	882- 3979
433C	VAW/VRC/VQ/VC- 8/CVW East	882- 3960
433D	VP/VX- 1/PEP/TSC	882- 3989
433E	Prospective Flight Students	882- 3984
433F	VAQ/NSAWC	882- 3961
433G	CV/CVN	882- 3981
433H	VS/TRACOM/Schools Command/SWATSPAC	882- 3980
433I	HS/HSL	882- 3982
433J	HC/HM/TYCOM/FASO/TACRON	882- 3962
433Q	Assistant, CV/CVN/CARGRU Staff Placement	882- 3988
433R	Assistant, Prospective Flight Students	882- 3983

Restricted Line/Staff Corps Officer Distribution and Special Placement

44	Director	882- 4055
44A	Flag Aide Placement	882- 4071
44B	Deputy Director	882- 4072
44O	Head, Edu Trng Shore Station, Mat'l Placement	882- 4040
44OB	Graduate Education Placement/NPS	882- 4056
44OC	Service College Placement	882- 4100
44OE2	Subspecialty Management	882- 4057
44OF	NAS/NS/CFA/CNRC/MEPS Placement	882- 3999
44I	Hd, Washington Placement(OPNAV)	882- 4104
441A	Assistant Washington Placement (JCS)	882- 4074
441B	Asst, Washington Placement/OSD	882- 4105
442	Head, Major Staffs Placement	882- 4123
442B	Assistant Head, Korea/Japan/MS	882- 4066
442C	FAO/PEP/FMS	882- 4065
44OA	USNA/NWC/CNET	882- 4040
444C	Great Lakes/PSD/NAPS/NAMIG/Training	882- 4058
444D	Military Staff Tech	882- 4060
444E	Material Placement-Surface	882- 4101
444F	Material Placement-Aviation	882- 4061
445	Head, Engineering Duty Assignment	882- 4090
445B	Assistant, EDO Detailer	882- 3994
445D	Assistant EDO Detailer	882- 3085
446	Head, AED/AMD Assignment	757- 8483
446B	Assistant Head, AED 151X	882- 4108
446C	Assistant Head, AMD 152X	882- 4108
446	AEDO Career Manager	757- 8480
	AMD Career Manager	757- 8481

447	Acquisition Professional (AP) Coordinator	882-3837
448	Head, Public Affairs Assignment/OCM/Placements	882-4023
448B	Assistant PAO Assignment/OCM	882-4025
449	Head, METOC Assignment	882-4109
449B	Assistant, METOC Assignment	882-4110
4410	Head, Cryptology Assignment	882-4079
4410B	Assistant Head, Cryptology Assignment	882-4079
4410C	LDO/CWO/New Accessions	882-4079
4411	Head, Intelligence Assignment	882-3993
4411A	Junior Officer Detailer	882-3993
4411B	Intelligence Placement/Accessions	882-3993
4411C	TAR Intelligence Detailer/Attache' Placement	882-3993
44120	Director, Supply Corps Personnel & CAPT/Shore	882-4611
4412	Director, Detailing Division/CDR Shore/Sea	882-4607
4412A	Special Assistant	882-4608
4412B	Head, Shore Detailing Branch	882-4601
4412C	Head, Sea/Overseas Detailing Branch	882-4614
4412E	Director, Reserve Division	882-4619
4412F	LT/LTJG Sea/Overseas Detailer	882-4627
4412G	ENS Sea/Overseas Detailer	882-4616
4412I	LT/LTJG Shore Detailer	882-4612
4412J	LDO/CWO Detailer	882-4613
4412Q	Head, Career Development and Training	882-4624
4412QA	Assistant, Career Development and Training	882-4629
4412R	Special Assistant, Detailing Division	882-4609
4412X	Head, NAVSUP/DLA Placement Branch	882-4620
4412XB	NPC Liaison/Admin Officer	882-2936
4412Y	Administrative/Placement Assistant	882-4625
4413	Head, CEC Assignment	882-3997
4413A	Assistant, CEC Assignment (LCDR)	882-4030
4413B	Billets/NAVFAC Placement	882-3998
4413C	CEC LTJG/ENS Detailer	882-4033
4413D	CEC Plans and Inputs	882-4034
4413E	LT/LDO/CWO Postgraduate Detailer	882-4035
4413S	NAVFAC Community Management Analyst	882-4031
4413S1	Military Staffing Tech	882-4032
4414	Head, Chaplain Assignment Branch	882-4092
4414A	Assistant, Chaplain Assignment Branch	882-3995
4415	Head, Medical Department Officer Distribution	882-4097
4415A	Asst Branch Head, Medical Dept. Assignment	882-4053
4415B	Head, Medical/Dental Placement	882-4095
4415C	HQ/DC/Northeast Placement	882-4464
4415D	Overseas Ops and USMC Placement	882-4112
4415F	East Coast	882-4114
4415G	Senior Dental Corps Assignment	882-4043
4415H	Junior Dental Corps Assignment	882-4118
4415I	Senior MSC HCA Assignments (04 and above)	882-4052
4414I/A	Junior MSC HCA Assignments (03 and below)	882-4052
4415J	Head, MSC/SCI Assignment	882-3756
4415JX	MSC Assignment/Op Sciences	882-4115
4415K	Head, Nurse Corps Assignment	882-4038
4415L	Nurse Corps West Coast Assignment/Asia	882-4042
4415M	Head, MC/Surgical Specialty Assignment	882-4094
4415N	Medicine Specialties Assignment	882-4046
4415P	GME Assignment	882-4048
4415R	FS/UMD/Prev Med/Occ Health/RSH	882-4045

4415S	Nurse Corps East Coast Assignment	882- 4041
4415T	West Coast	882- 4893
4415U	GMO Assignment	882- 4037
4415V	LCDR Nurse Corps Assignment/OR Nurses	882- 4039
4416	Head, JAG Corps Assignment/Senior Officer	882- 4081
4416B	Assistant Head/LCDR Assignment	882- 4082
4416C	LT/LDO Assignment	882- 4083
4416E	Accessions/Recruiting	882- 4084
4417	Head, TAR Assignment	882- 4063
4417B	Surface TAR Officer Assignment	882- 4063
4417C	Aviation TAR Officer Assignment	882- 4064
4417D	Surface TAR Officer Placement	882- 4062
4417F	Admin Supervisor	882- 4063
4417G	AMDO TAR Officer Assignment	882- 4076
4417I	Fleet Support TAR Officer Assignment	882- 4117
4419	Head, Fleet Support Assignment	882- 4054
4419A	Assistant Branch Head, Fleet Support Assignment	882- 4054
4419B	LT Detailer	882- 4054
4419C	LT/LCDR Detailer	882- 4054

Enlisted Community Managers/Technical Advisors

n123c	Joint TAD Contingency Operations	225- 3748
n123c1	Joint TAD Contingency Operations	224- 1012
	Joint TAD Contingency Fax	224- 2609
n13d	NPRDC Liaison	225- 6424
n13hb	Director Homebasing Task Force	225- 6369
n13t	Policy Analysis & Evaluation	224- 5543
n13t1	R&D Project Coordinator	225- 6366
n132	Head, Enlisted Plans & Policy Branch	225- 3936
n132a	Admin Assistant	224- 5599
n132c	Head, Strength Plans	224- 5406
n132c1	Strength Planner	225- 5446
n132c2	Asst Strength Planner	225- 3820
n132c3	Asst Strength Planner	225- 3815
n132c4	TAR Plans	225- 3856
n132c4a	Early Out/HYT	225- 3853
n132c5	Asst Strength Planner	225- 0888
n132c6	CNRC Liaison	225- 6203
n132c7	Span Programmer	225- 0888
n132d	Head, ECM	225- 3935
n132d1	Aviation Mech ECM	225- 3806
n132d1a	Asst Aviation Mech ECM	225- 3780
n132d2	Avionics/Aircrew ECM	225- 3812
n132d2a	Asst Aviation Avionics/Aircrew ECM	227- 2418
n132d3	Surf Main Prop ECM	223- 7234
n132d3a	Asst Surf Main Prop ECM	224- 6501
n132d4a	Asst Hull/Mech/Elec ECM	224- 4827
n132d5	Surf Com System ECM	227- 2502
n132d5a	Asst Surf Com System ECM	224- 6503
n132d6	Surf Ops ECM	225- 3875
n132d6a	Asst Surf Ops ECM	224- 6855
n132d7	Spec War/EOD/Diver ECM/MU/CMC	225- 3914
n132d7a	Asst Spec War/EOD/Diver ECM	224- 6854
n132d7b	Asst Spec War/EOD/Diver ECM	225- 3914
n132d8	CT/Frgn Lang ECM	225- 3380

n132d8a	Asst Crypto/Intel ECM	225- 3379
n132d8b	CTI Tech Ad	225- 6363
n132d8c	CTMTech Ad	225- 3391
n132d8d	CTO Tech Ad	224- 5512
n132d8e	CTR Tech Ad	225- 3024
n132d8f	CTT Tech Ad	225- 3320
n132d8g	EWTech Ad	225- 3051
n132d9	Sub Pers ECM	225- 3887
n132d9a	Asst Sub Pers ECM	224- 6851
n132d10	Admin/Media ECM	224- 6863
n132d10a	Asst Admin/Media ECM	227- 2746
n132d11	TAR Aviation ECM	224- 6646
n132d11a	Asst TAR Aviation ECM	224- 3905
n132d12	TAR Surface ECM	225- 3905
n132d13	HM/DT/DAPA ECM	225- 3868
n132d13a	Asst HM/DT/DAPA ECM	225- 3865
n132d13b	Asst HM/DT/DAPA ECM	225- 3871
n132d13c	Asst HM/DT/DAPA ECM	224- 6853
n132d14	Legal /Law Enforcement/CRF ECM	224- 0805
n132d14a	Asst Legal /Law Enforcement/CRF ECM	225- 8676
n132d15	Supply ECM	224- 6850
n132d15a	Asst Supply ECM	224- 6649
n132d15b	Supply Tech Adv	225- 3933
n132d15c	Asst Supply ECM	225- 6251
n132d15d	Supply Tech Adv	225- 3932
n132d16	Seabees ECM	225- 3940
n132d16a	Asst Seabees ECM	224- 6645
n132d17	Intelligence Specialist ECM	223- 4918
n132d17a	Asst Intel Specialist ECM/Tech Adv	223- 1226
n132d17c	Asst Intel Specialist ECM	224- 3445
n132d17d	Asst Intel Specialist ECM	224- 4918
n132e	Section Head, Quota Management Office	225- 6431
n132e1	"A" School Pgm Mgr.	225- 3953
n132e3	Lead Planner	225- 3770
n132e6	"C" School Pgm Mgr. - NECs 5000-9999	225- 3957
n132e8	"C" School Pgm Mgr. - NECs 0000-4999	225- 6545
n132e10	Other Service Quota Coordinator	225- 6430
n132e11	Other Service Quota Coordinator	223- 0205
n132e12	Analyst	225- 3981
n132e13	Analyst	225- 3982
n132e14	CNRC Liaison	225- 3756
n133d	Nuc Program ECM	225- 4449
n133d1	Asst Nuc Enl Program ECM	223- 0893
n133d2	Asst Nuc Enl Program ECM	225- 3301
n133d3	Enlisted Submarine Pay Program Monitor	225- 1276

E-mail: Replace xxxx in the following example with the E-mail code: xxxx@bupers.navy.mil

Enlisted Assignment Division (PERS-40)

p40	Director, Enlisted Assignment Div.	882- 4866
p40b	Dep. Director, Enlisted Assignment Div.	882- 4866
p40bb	Special Asst, Director Enlisted Assignments	882- 3510
p40cc	Entitlements	882- 3550
p40dd	EEAP, FAP, EFM CWI Specialist Asst	882- 3545

p40ff	Command Master Chief Detailer/SEA Placement	882- 4560
p40hh	HUMS Reassignment/Hardship Discharge	882- 3542

E-mail: Replace xxxx in the following example with the E-mail code: xxxx@bupers.navy.mil

NPC Miscellaneous

p00j3	Minority Affairs Officer	225- 2824
p00zcb	BUPERS/BCNR Coordinator	882- 3043
p311	Head, Performance Evaluations Branch	882- 3309
p312	Head, Records Support	882- 3350
p313	Systems Operations Branch	882- 3404
p32b	Selection Board Support	882- 6951
p321a	Selection Board Admin Assistant	882- 3225
p343	BUPERS Web Master	882- 3080
p343d	Asst. BUPERS Web Master	882- 3496
p40cc	Overseas Tour Extensions Incentives	882- 4145
p451d3	Sea/Shore Duty Commencement Date	882- 4185
p455e	BUPERS Access Technical Support	882- 4717
	PERSNET Help Desk	
p622f3	Exceptional Family Member Program	882- 4394
p814	Head, Enl. Favorable Seps/Reenl Mgmt.	882- 2303
p814a	Enlisted Favorable Separations Section Head	882- 3272
p814a1	Enlisted Favorable Separations Caseworker	882- 3228
p814a2	Enlisted Favorable Separations Section LPO	882- 3271
p814d	Enlisted Favorable Separations Caseworker	882- 3236
p814b	Head Reenlistment Mgmt. Section	882- 3234
p814b1	High Year Tenure Manager	882- 3554
p814b2	High Year Tenure Section/ENCORE	882- 2311
p814d1	Encore, Extension request/cancellation	882- 3238
p814e	E5 and below High Year Tenure Case Worker	882- 4862
p815	Head, Reenlistment Incentives Branch	882- 3069
p815b	Asst. Head, Reenlistment Incentives	882- 3205
p815c	Forced/Lateral Conversion	882- 3217
p815c1	SRB/BCNR Opinion	882- 3206
p815c2	SCORE/MA/NC/LN/DM Conversions	882- 3212
p815d	Conversion Manager	882- 3193
p815d1	SDAP Section	882- 3207
p815d2	SRB/STAR Program Manager	882- 3215
p815d3a	SRB Help Desk	882- 4993
p821	Head, Limited Duty/Disability Requirements	882- 3229
p821a	Assistant Branch Head	882- 3201
p821b	Supervisor, Limited Duty	882- 3202
p821d	Supervisor, Disability Retirement	882- 3231
p821d1	Disability Retirements	882- 3177
p821d2	Limited Duty	882- 3203
p822	Head Officer Retirement Branch	882- 3184
p823	Head Enlisted Retirement Branch	882- 3246
p823a	Retirements Assistant Branch Head	882- 3187
p823c31	Enl. Fleet Reserve Customer Service	882- 3247
p823b3	Enl. Fleet Reserve Customer Service	882- 3186
p831	Head, Military Personnel Security	882- 4405
p8311	Asst. Head, Military Personnel Security	882- 4403
p8315	Branch Supervisor	882- 4899
p8314	NATO Coordinator	882- 4414
p8313	Security Clearance Revocations	882- 4411

p8316	Security Asst.	882- 4412
p8317	Fraudulent/Erroneous Enlistments	882- 4413
p832	Head, Enlisted Unfavorable Separations Branch	882- 4433
p832d2	Case Processing	882- 4431
p832e	Admin Supervisor, Enl Unfavorable Separations	882- 4437
p832f3	Customer Svc., Enl Unfavorable Separations	882- 4438
p852	Head, Enlisted Advancements Branch	882- 3255
p852b	Asst. Exam Eligibility	882- 3224

E-mail: Replace xxxx in the following example with the E-mail code: xxxx@persnet.navy.mil

Seabees (PERS-401C)

p401	Branch Head	882- 3569
p401c	Branch Master Chief	882- 3571
p401a	Admin Supervisor	882- 3558
p401c	Rating Assignment Officer/All E8-E9s	882- 3571
p401cc1	All E7s	882- 3559
p401cd	CE/UT E1-E6	882- 3570
p401cd1	CE/UT E1-E6	882- 3565
p401ce	BU/EA/SW E1-E6	882- 3556
p401ce1	BU/EA/SW E1-E6	882- 3563
p401cf	EO/CM/E1-E6	882- 3567
p401cf1	EO/CM/E1-E6	882- 3568
p401a	Seabee Switchboard	882- 3575

SEAL/EOD/Divers/SWCC (PERS-401D)

p401	Branch Head	882- 3569
p401d	Rating Assignment Officer	882- 3560
p401de	Special Warfare	882- 3563
p401df	EOD	882- 3564
p401dc	Fleet Diver	882- 3561
p401de1	In-service Recruiter	882- 3574
p401de2	HMSEAL Detailer	882- 3572
p401dh	Schools Coordinator	882- 4261
p401di	SWCC	882- 3573
p401a	SEAL/EOD/Diver/SWCC Switchboard	882- 3622
	Fax	882- 2716

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Engineering/Hull (PERS-402)

p402	Branch Head	882- 3602
p402cg	Branch Master Chief	882- 3614
p402c	Rating Assignment Officer	882- 3593
p402d	Rating Assignment Officer (IC/MR/HT/EN/DC)	882- 3610
p402cd	EME7- E9	882- 3591
p402cd1	EME6	882- 3577
p402cd2	EME5	882- 3580
p402cd3	EME1- E4	882- 3592
p402cf	MM E8- E9	882- 3607

p402cf1	MME7/ "C" Schools	882- 3579
p402cf2	MME1- E4 PAC	882- 3603
p402cf3	MM E5	882- 3589
p402cf4	MM E1- E4 LANT	882- 3578
p402cf5	MM E7SGPI	882- 3605
p402cf6	MMAvails/"A" Schools	882- 3544
p402cg	GS/GSE/GSM E7- E9	882- 3614
p402cg1	GSE/GSM E6	882- 3599
p402cg2	GSE/GSM E1- E4	882- 3612
p402cg3	GSE/GSM E5/ Schools	882- 3587
p402dc	IC E6- E8	882- 3594
p402dc1	IC E5	882- 3611
p402dc2	IC E1- E4	882- 2847
p402de	MR/IM/OM/3M E6- E9	882- 3582
p402de1	MR/IM/OM/3M E1- E5	882- 3595
p402df	HT E6- E9	882- 3576
p402df1	HT E5/"C" Schools	882- 3597
p402df2	HT E1- E4/"A" Schools	882- 3584
p402dg	EN E6	882- 3598
p402dg1	EN E7- E9	882- 3613
p402dg2	EN E1- E4	882- 3585
p402dg3	EN E5/Schools	882- 3586
p402di	DC E7- E9	882- 3601
p402di 1	DC E5- E6	882- 3588
p402di 2	DC E1- E4	882- 3615
p402a	Admin Supervisor	882- 3604
p402a1	Admin Support	882- 3600
p402a2	Admin Support	882- 3590
p402a3	Admin Support	882- 3600
	Fax	882- 2734

Switchboard Number : DSN 882- 3600 or Comm (901) 874- 3600

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil.

Submarine/Nuclear Power (PERS-403)

p403	Branch Head	882- 3635
p403b	Asst Branch Head	882- 3626
p403ch	PERS- 403 Master Chief, "D/E" Shop RAQ, COB/CMC Detailer	882- 3639
p403a	Admin Officer	882- 3633
p403ac	NUCON/OVHLS/DMP/DEACTS	882- 4967
p403d	"C" Shop Placement Officer/ Fleet Manning Monitor	882- 3623
p403c	"C" Shop Rating Assignment Officer	882- 4696
p403cb	"C" Shop Asst. Rating Assignment Officer	882- 3644
p403cc	Submarine/CNO Special Projects	439- 9433
p403cd	Nuclear Submarine CPO	882- 3627
p403ce	Nuclear E1- E6/3353/63	882- 3645
p403cf	Nuclear E1- E6/3354/64	882- 3624
p403cg	Nuclear MM/Welders E1- E6 3355/65	882- 3628
p403ch	Nuclear MM/ELT E1- E6 3356/66	882- 3630
p403ci	Nuclear ET E1- E6 3383/93	882- 3651
p403cj	Nuclear Surface CPO	882- 3648
p403ck	Nuclear Surface EME1- E6 3384/94	882- 3631
p403cl	Nuclear Instructor	882- 3647

p403cm	MM(Aux) E6- E9/EN(SS) E1- E9/3M	882- 3629
p403cn	MM(Aux) E1- E5	882- 3625
p403cr	Nucl ear MME1- E6 3385/95	882- 3632
p403ct	Nucl ear MMELT E1- E6 3386/3396	882- 3487
p403e	"D/E" Shop Placemnt Offi cer/ Fleet Manning Mni tor	882- 4933
p403eh	COB/CMC Detail er	882- 3639
p403de	MT	882- 3649
p403df	TM/MM(Weps)	882- 3642
p403dg	FT	882- 3621
p403dl	STS E1- E5	882- 3616
p403dc	"E" Shop ARA0, ET CP0 Detail er	882- 3641
p403dh	"D" Shop ARA0/STS E6- E9	882- 3646
p403ec	ET E1- E6 4732/14N0/IC/QM/TG/SF/ 14NM+ Pipel ine , SSN	882- 3619
p403ed	ET E1- E6 23XX/14RM/ETTM/HH/HB/ 14EM/CM+ Pipel ines	882- 3637
p403ef	YN	882- 3620
p403eg	MS	882- 3638
p403ej	SK	882- 3640
p403ek	ET E1- E6 33XX/CM/X0/NAV/COM Accessi ons/14SM+ Pipel ine, SSBN	882- 3652
p403f	Pipel ine Training Coord	882- 3617
p403fc	Nucl ear Power/Training Medical Waiver, Sub Vol /Di squal /Conversi on Coord	882- 3634
	Fax	882- 2638

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Aviation (PERS-404)

p404	Branch Head	882- 3691
p404dh	Branch Master Chief	882- 3656
p404c	Rating Assignment Offi cer (Avionics/Arm)	882- 3657
p404d	Rating Assignment Offi cer (Aircraft/Indep.)	882- 3685
p404e	Rating Assignment Offi cer (NAC/AM)	882- 3707
p404ce	AE E7- E8	882- 3662
p404ce1	AE E5- E6	882- 3688
p404ce2	AE E4 & Bel ow/"A" School	882- 3703
p404cf	AV/AF/8300	882- 3658
p404cr	A0 E7- E9	882- 3663
p404cr1	A0 E4 & Bel ow/"A" School	882- 3665
p404cr2	A0 E6	882- 3704
p404cr3	A0 E5	882- 4957
p404ct	AT E7- E8	882- 3660
p404ct1	AT E5- E6	882- 3683
p404ct2	AT E5- E6	882- 3684
p404ct3	AT "A" & "C" Schools	882- 3659
p404ct4	AT E1- E4	882- 3701
p404de	AB E7- E9	882- 3686
p404de1	ABH E1- E6	882- 3708
p404de2	ABF E1- E6	882- 3702
p404de3	ABE E1- E6	882- 3687
p404df	AC	882- 3666
p404dg	AD E7- E8	882- 3669
p404dg2	AD E6	882- 3706

p404dg3	AD E5	882- 3670
p404dg4	AD E4 and below/"A" School	882- 3693
p404dh	AG	882- 3656
p404dj	AS	882- 3700
p404dk	AZ E6- E9	882- 3671
p404dk1	AZ E1- E5	882- 3672
p404dl	PH	882- 3689
p404dm	PR E5- E9	882- 3690
P404dml	PR/AS "A" Schools	882- 3390
p404ec	AW E7- E9	882- 3673
p404ec1	AW E1- E6	882- 3694
p404ed	Aircrew IFT/EWOP/IT	882- 3674
p404ef	Aircrew Designations	882- 3675
p404eg	SAR(Non- AW) /Utility Aircrew	882- 3695
p404eh	Aircrew Fit Eng/REEL Op/Loadmaster	882- 3676
p404ej	AME7- E8	882- 3696
p404ej 1	AMS E6	882- 3680
p404ej 2	AME5/NDI	882- 3697
p404ej 3	AME1- E4	882- 3699
p404ej 4	AM "A" School /AME1- E4	882- 3677
p404ek	AME E1- E7	882- 3678
p404el	Aviation New Construction/Decom	882- 3698
p404el 1	Aviation New Construction/Decom/CEFTP	882- 3679
p404a1	Admin Department	882- 2246
p404a2	Admin Department	882- 3668
p404a3	Admin Department	882- 3692
p404a4	Admin Department	882- 3667
p404a5	Admin Department	882- 4697
p404a6	Admin Department	882- 2325
p404a7	Admin Department	882- 3526
	Fax	882- 2642

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Admin. Deck. Supply (PERS- 405)

p405	Branch Head	882- 3711
p405e	Supply RA0/Asst. Branch Head	882- 3731
p405c	Admin Rating Assignment Officer	882- 3709
p405d	Deck Rating Assignment Officer	882- 3712
p405fe	Branch LCP0	882- 3749
p405c1	Admin LP0	882- 3892
p405c5	Admin Asst.	882- 3711
p405c4	Admin Asst.	882- 3710
p405c2	Admin Asst.	882- 2346
p405c3	Admin Asst.	882- 4758
p405c6	Admin Asst.	882- 2345
p405c7	Admin Asst.	882- 2234
p405cd	YN E7- E9	882- 3751
p405cd2	YN E5- E6	882- 3733
p405cd3	YN E1- E4 & "A" School	882- 4847
p405cd5	Flag Writer Detailer	882- 3732
p405cd1	Flag Writer Instructor	882- 2228
p405ce	PN E7- E9	882- 4049
p405ce1	PN E5- E6	882- 3753
p405ce2	PN E1- E4 & "A" School	882- 3735

p405cf	JO & RP	882-3752
p405cg	NC/LN/DM	882-3737
p405dc	BME7- E9 and Harbor Pilots	882-3713
p405dc2	BME5- E6 (PAC)	882-3739
p405dc1	BME5- E6 (LANT)	882-3738
p405df	BME1- E4	882-3740
p405df1	MA E7- E9	882-3730
p405dd	MA E4- E6	882-3750
p405de	SM	882-3726
p405de1	QME6- E9	882-3728
p405ec	QME1- E5 & "A" Schools	882-3727
p405ec2	MS E7- E9	882-3741
p405ec3	MS E6 & "C" School	882-3714
p405ec4	MS E5 Sea	882-3715
p405ec5	MS E5 Shore	882-3742
p405ec6	MS E1- E4 Sea & "A" School	882-3717
p405ed	MS E1- E4 Shore	882-3715
p405ed1	SH E6- E9	882-3743
p405ed2	SH E5 & "C" School	882-3719
p405fc	SH E1- E4 & "A" School	882-3744
p405fc1	AK/SK E7	882-3745
p405fc3	AK/SK E5 Shore	882-3746
p405fc4	AK/SK E6 Shore	882-3722
p405fc5	AK/SK E1- E4 Sea & AK "A" School	882-3723
p405fd	AK/SK E1- E4 Shore & AK "A" School	882-3721
p405fd1	SK E8- E9	882-3724
p405fd2	AK/SK E6 Sea	882-3748
p405ee	AK/SK E5 Sea	882-3747
p405fe	PC/LI	882-3720
p405fe1	DK E6- E9	882-3749
	DK E1- E5	882-3725
	Fax	882-2637

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Technical (PERS-406)

p406	Branch Head, Technical Assignments Branch	882-3791
p406cf	Branch Master Chief	882-3762
p406c	Rating Assignment Officer (FC, GM OS)	882-3777
p406d	Rating Assignment Officer (EI, IT)	882-3769
p406e	Rating Assignment Officer (STG, TM MN)	882-3772
p406cf	FC E7- E9	882-3762
p406cf1	FC E5 (LANT)	882-3763
p406cf2	FC E5 (PAC)	882-3764
p406cf3	FC E1- E4 Schools	882-3780
p406cf4	FC E6	882-3848
p406cg	GME7- E9	882-3781
p406cg1	GM(PAC) E1- E6	882-3782
p406cg2	GM(LANT) E1- E6	882-3790
p406cq	OS E7- E9	882-3788
p406cq1	OS E5 (PAC)	882-3211
p406cq2	OS E6	882-3776
p406cq3	OS E5 (LANT)	882-3789
p406cq4	OS E1- E4	882-3758
p406cq5	OS Schools/"A" School Detailer	882-3759
p406de	ET E7- E9	882-3786

p406de1	ET E1-E6 (LANT)	882-3795
p406de2	ET E1-E6 (LANT)	882-3796
p406de3	ET E1-E6 (PAC)	882-3770
p406de4	ET E1-E6 (PAC)	882-3771
p406de5	ET Training/"A" School	882-3796
p406dr	IT E7-E9	882-3792
p406dr2	IT E5 (LANT)	882-3765
p406dr3	IT E5 (PAC)	882-3793
p406dr4	IT E1-E4 (LANT)	882-3767
p406dr5	IT E6 (LANT/PAC)	882-3783
p406dr7	IT "A" and "C" Schools	882-3785
p406em	MN	882-3760
p406eu	STG E7-E9	882-3772
p406eu1	STG E1-E6 (PAC)	882-3773
p406eu2	STG Schools	882-3757
p406eu3	STG E1-E6 (LANT)	882-3787
p406ew	TM	882-3774
p406a	Admin Support	882-3065
p406a1	Admin Support	882-3779
p406a2	Admin Supervisor	882-3778
	Fax	882-2643

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Medical/Dental (PERS-407)

p407	Branch Head	882-3808
p407c	Rating Assignment Officer	882-3816
p407cb1	Leading HMDetailer, E9 Sea/Shore	882-3806
p407cd	DT E7-E9	882-3815
p407cd1	DT E6-E9, DT 8703, 53, 65	882-3805
p407cd2	DT E4 & below, DT 8708, 32, 52, 83	882-3807
p407ce	HME6-E8 Sea/Shore (8404/0000)	882-3811
p407cg	HM8408, 45, 46, 63, 67, 83, 85, 86, 89, 8541	882-3800
p407ch	HM8403, 24, 25, 27, 93, 94	882-3797
p407cj	HM8402, 07, 16, 32, 51, 52	882-3813
p407ck	HM "C" Schools	882-3804
p407ck1	HM "A" Schools	882-3812
p407ck4	HM "C" Schools	882-3820
p407cm	HME4 & below Sea (8404/0000)	882-3804
p407cn	HME5 Sea/Shore (8404/0000)	882-3810
p407cp	HME4 & below Shore (8404/0000)	882-3798
p407cq	HM8401, 06, 09, 66, 72, 82	882-3802
p407cr	HM8434, 54, 78, 95, 96, 8503, 05, 06	882-3814
p401de2	HM8491, 92	882-3622
p407a	Admin Support	882-3819
p407a1	Admin Support	882-3799
p407a2	Admin Support	882-3817
p407a3	Admin Support	882-3801
p407a5	Admin Support	882-3818
	Fax	882-2645

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

CT/IS/EW (PERS-408)

p408	Branch Head	882- 3821
p408cb	Office Manager	882- 3824
p408c	Rating Assignment Officer	882- 3841
p408a1	Admin Supervisor	882- 3842
p408cd	IS E6 & above	882- 3842
p408cd1	IS E5 & below	882- 3842
p408cj	T Branch E5 & below	882- 3242
p408cj1	T Branch E6 & above	882- 3842
p408ck	A Branch	882- 3842
p408cf	M Branch E6 & above	882- 3842
p408cf1	M Branch E5 & below	882- 3842
p408cg	O Branch E6 & above	882- 3842
p408cg1	O Branch E5 & below	882- 3842
p408ch	R Branch E6 & above	882- 3842
p408ch1	R Branch E5 & below	882- 3842
p408ce	I Branch E6 & above	882- 3842
p408ce1	I Branch E5 & below	882- 3842
p408cl	EW E6 & above	882- 3825
p408cl1	EW E5 & below	882- 3834
	Fax	882- 2650

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil.

Special Programs (PERS-409)

p409	Branch Head	882- 3602
p409a	Admin Supervisor	882- 3844
p409a1	Admin Assistant	882- 3849
p409cd1	Branch Master Chief	882- 4987
p409cd2	New Const. Detailer	882- 3846
p409cd3	New Const. Admin	882- 3856
p409cd4	LCAC/New Const. Detailer	882- 3845
p409cd5	New Const. Detailer	882- 3854
p409cd6	New Const. Detailer	882- 3853
p409cd7	New Const. Detailer	882- 3847
p409cd8	New Const. Detailer	882- 2305
p409cd9	New Const. Detailer	882- 2306
p409dc	Decommissionings/Homeport Changes	882- 3857
p409dc2	Shore Disestablishment	882- 3855
p409dc3	Decommissions/Homeport Changes	882- 3851
p409de	Women in Ships	882- 3850
p409de1	LCP0/Head Sea Placement Section	882- 3859
	Fax	882- 2649

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Shore Special Programs (PERS-4010)

p4010	Branch Head	882- 3451
p4010b	Asst Branch Head and RAO, Recruiters/ RDC/MEPS/Phys Sec/Brig	882- 3864
p4010s	Branch Master Chief/RAO, "A" Schools/ NATO/Joint/Washington Placement	882- 3775
p4010a	Admin Supervisor	882- 3860

p4010a3	Admin Asst.	882-3867
p4010c	Career Recruiter Force Detailer	882-3868
p4010c1	Recruiter Lead Detailer	882-3877
p4010c2	Recruiter E6 Detailer	882-3861
p4010c3	Recruiter E4-E5 Detailer	882-3879
p4010c4	Recruiter E7-E8 Detailer	882-2352
p4010d	RDC/MEPS/ Naval Academy Co. Chiefs/FAST/ USS CONSTITUTION/USS ARIZONA Memorial	882-3878
p4010d1	EOA/NAVLEAD/CAAC	882-3862
p4010d2	Brig/CCU/NACU/SERE/Women Ashore	882-3869
p4010e	Physical Security Detailer	882-3863
p4010e1	Asst. Physical Security Detailer	882-3870
p4010f	Major Washington/Millington Staffs	882-3880
p4010f1	Headquarters Activities	882-3886
p4010f2	Flag Mess/Enlisted Aide Detailer	882-3871
p4010g	Joint Area Placement MAAGS/MSSION/NATO/PEP	882-3872
p4010k	Enlisted to Officer Accessions Detailer	882-3874
p4010s2	1306 Fleet Request/AEF/ATF/LCPO	882-3873
p4010s1	"A" School LPO/Reclassification/ OSVET/NAVET	882-4567
p4010s3	"A" School Rating Assignment P0	882-2287
p4010s4	"A" School Rating Assignment P0	882-3866
p4010s5	"A" School Rating Assignment P0	882-3875
p4010s6	Conversions via "A" School	882-3884
p4010s7	"A" School Rating Assignment P0	882-3865
p4010s8	"A" School Rating Assignment P0/Conversions	882-3883
	Fax	882-2646

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

Miscian (PERS-64)

p64	Division Director	882-4312
p64b	Deputy Division Director	882-4317
p64d	Detailer	882-4314
	Fax	882-2614

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@persnet.navy.mil

TAR

N4	Director	678-5109
N41	CMC/MCPO/SCPO	678-6205
N410	AE/AD/Physical Security	678-5412
N411	AMS/AME/AMH/AS/PR	678-1214
N412	AT/AO/AN	678-5488
N413	PN/NC/PreComm/Special Programs	678-6207
N414	YN	678-6208
N415	SK/AK/DK	678-1599
N416	HM/MS	678-1779
N417	AW/AC/AZ/Aircrew	678-1326
N418	EN/HT/MR/DC/IC/FN/EM	678-6206
N419	BM/ET/IT/SN	678-6209
N42	Admin Supervisor	678-6210
N421	School Quotas/TAD Clerk	678-1217
N426	CANREC/CRF	678-4250
	Fax	678-6211

E-mail: Replace xxxx in the following example with your detailer's E-mail code: mrpc-xx@mrpc.nola.navy.mil

Enlisted Placement Management Center (EPMAC)

ep40	Commanding Officer	678- 1470
ep40a	Executive Officer	678- 5744
epmc	Command Master Chief	678- 1524
ep40b	Director, Rating Specialist Department	678- 0646
ep407a	LCP0	678- 0435
ep401	Director, Seabees/SEAL/EOD/Divers Division	678- 1627
ep402	Director, Engineering/Hull Division	678- 6731
ep403	Director, Nuclear Power Submarine Division	678- 1627
ep404	Director, Aviation Division	678- 1427
ep405	Director, Admin/Deck/Supply Division	678- 1667
ep406	Director, Technical Division	678- 6731
ep407	Director, Medical/Dental Division	678- 1667
ep408	Director, Intelligence Division	678- 1627
ep411a	Sea Placement (PAC)	678- 1896
ep412a	Sea Placement (LANT)	678- 1049
ep42	PC EDVR/Placement Analyst	678- 1157
ep42a	Submarine Placement	678- 5439
ep431a	Aviation Squad Placement	678- 1520
ep44	Special Program Placement	678- 5008
ep441	Special Program Placement	678- 5114
ep4412	Seabee Placement	678- 1011
ep4413	SPECWAR/EOD/Diver Placement	678- 1956
ep4414	MA/Phys Sec Placement	678- 1635
ep442	Medical/Dental Placement	678- 5004
ep451	Shore Placement (LANT)	678- 6737
ep452	Shore Placement (PAC/Reserve)	678- 1619
ep453a	Shore Placement (BUPERS)	678- 1535
ep46	Director, MCA Readiness	678- 5409
ep461	Director, NMP Division	678- 5214
ep462	MCA Readiness (EDVR/Diary)	678- 0799
ep47	Director GENDET Detailing	678- 1432
ep47b	Program Analyst	678- 1128
ep47s	HP Guarantee/Sensitive Moves	678- 1433
ep471a	Lead GENDET Detailer	678- 1435
ep471c	NROTC/Precom/Decom/FN Det	678- 1784
ep471d	Women at Sea Detailer	678- 1420
ep471g	AN Detailer (Assignments)	678- 5732
ep471h	SN/FN Detailer (Assignments)	678- 1587
ep472	Director Immediate Avails/Assign Div.	678- 1722
ep472a	Lead Detailer (Immed Avails)	678- 1588
ep472b	SN/FN/AN Detailer (Avails)	678- 6772
ep472d	SN/FN/AN Detailer (Avails)	678- 6204
ep472e	Submarine Detailer (Avails)	678- 1720
	GENDET Detailing Department Fax	678- 1122
ep48	Director	678- 1480
ep481	Director, LIMDU Placement Division	678- 5219
ep481a	Transient Analyst	678- 0043
ep481b	LIMDU/Special Shore Analyst	678- 0207
ep482	Director, Analysis Division	678- 1711
ep482c	Management Assistant	678- 1671
ep49	Director, NEC Management	678- 1347
ep490a	Assistant Director, NEC Management	678- 6641

E-mail: Replace xxxx in the following example with your detailer's E-mail code: xxxx@epmac.nola.navy.mil

Miscellaneous Indexes

BUPERS HOMEPAGE

This internet homepage is an outstanding source of information. It includes:

- BUPERS Access
- BUPERS On-line
- NPC/BUPERS office codes
- ALNAV and NAVADMIN naval messages
- Selection Boards
- MCPON Info
- General Info (Mission/Vision Statement, Cmd History, Current Organization, etc.)
- Services (Pay Chart, Navy Locator Info, Nutrition/Weight Control)
- Periodicals (Perspective, Link, Shift Colors)
- DoD Links
- What's New/Updated

www.persnet.navy.mil
or www.bupers.navy.mil

EQUAL OPPORTUNITY/SEXUAL HARASSMENT ADVICE LINE

PERS-00H
(Overseas may call collect)

1-800-253-0931
Comm (901) 874-2507
E-mail: eo/sh.advice.line@persnet.navy.mil

FLEET RESERVE ASSOCIATION (FRA)

FRA is the professional non-profit organization representing the interests of the Enlisted members of the United States Navy, Marine Corps, and Coast Guard.

National Headquarters:
125 N. West Street
Alexandria, VA 22314

(703) 683-1400
www.fra.org
E-mail: news-fra@fra.org

FRAUD, WASTE AND ABUSE REPORTING HOTLINE

1-800-522-3451
www.ig.navy.mil
E-mail: NAVIG.Hotlines@hq.navy.mil

LOCATOR SERVICE (Navy World Wide Locator)

Navy Personnel Command
Pers-312E
5720 Integrity Dr.
Millington, TN 38055-4410

901-874-3388
DSN 882-3388
www.bupers.navy.mil
Click on "Services"
Click on "Navy Locator Information"

MARINE CORPS HISTORICAL CENTER

1254 Charles Morris Street SE
Washington Navy Yard, DC 20374-5040

(202) 433-3839
http://64.77.44.2/

NATIONAL DOMESTIC VIOLENCE HOTLINE

1-800-799-SAFE
(7233)

NATIONAL MILITARY FAMILY ASSOCIATION, INC.

6000 Stevenson Ave. , Suite 304
Alexandria, VA 22304-3526

703- 823- NMFA
FAX 703- 751- 4857
www. nmfa. org
E-mail: families@nmfa.org

**NAVAL EDUCATION AND TRAINING PROFESSIONAL DEVELOPMENT
AND TECHNOLOGY CENTER (NETPDTC)**

6490 Saufley Field Rd
Pensacola, FL 32509-5237

Command Master Chief

850- 452- 1310
DSN: 922- 1310
Fax: 850- 452- 1307, DSN: 922- 1307
E-Mail netpdtc.00@cnet.navy.mil
850- 452- 1001 x1904, DSN: 922- 1001 x1904

NAVY ADVANCEMENT CENTER

For advancement products and information:

850- 452- 1001 Ext. 2256
DSN 922- 1001 Ext. 2256
www. cnet. navy. mil /netpdtc/nac/neas.htm
E-mail: navy.advancement@cnet.navy.mil

NAVAL ENLISTED RESERVE ASSOCIATION (NERA)

6703 Farragut Ave.
Falls Church, VA 22042-2189

1- 800- 776- 9020
703- 534- 1329
Fax: 703- 534- 3617
www. nera. org

NAVAL HISTORICAL CENTER

805 Kidder Breese SE
Washington Navy Yard
Washington, DC 20374-5060

DSN 288- 3940
www. history. navy. mil

NAVAL RESERVE ASSOCIATION

1619 King St.
Alexandria, VA 22003

703- 548- 5800
Fax: 703- 683- 3647
E-mail: info@navy-reserve.org

NAVY LODGE (24 hours a day, 7 days a week)

1- 800- 628- 9466

NAVY- MARINE CORPS RELIEF SOCIETY

801 N. Randolph Street, Suite 1228
Arlington, VA 22203

703- 696- 4904
Fax: 703- 696- 0144
PAO E-mail: information@hq.mcrs.org

NON-COMMISSIONED OFFICERS ASSOCIATION

NCOA National Capital Officer
225 N. Washington
Alexandria, VA 22314

1- 800- 456- 5783/4
1- 800- 662- 2620
703- 549- 0311
Fax: 703- 549- 0245
E-mail: NCOAUSA@aol.com

PAY

Director, Defense Finance and Accounting Service
Anthony J. Celebrezze Federal Building
1240 East 9th St.
Cleveland, OH 44199-2055

Active Duty
Reserve Customers
Retired

1-800-346-3374

1-800-255-0974

1-800-321-1080

www.dfas.mil

E-mail: dfas_cleveland@dfas.mil

PENTAGON DIRECTORY ASSISTANCE

DSN 227-0101

703-545-6700

SALTS (Streamlined Automated Logistics Tool Set)
Call to become a subscriber!

DSN 442-5934/3645

215-697-3374

www.salts.navy.mil/team.html

E-mail: director@salts.navy.mil

UNIFORM SUPPORT CENTER

(CONUS/Guam/HI/V.I./Puerto Rico)

1545 Crossways Blvd. (Overseas)

Suite 200 (Alaska)

Chesapeake, VA 23320 (Local VA)

1-800-368-4088

DSN 680-8586

1-800-368-4089

757-420-7348

USMC HOMEPAGE

www.usmc.mil

U.S. NAVAL INSTITUTE (General Information)
291 Wood Road (Orders)
Annapolis, MD 21402

410-268-6110

1-800-233-8764

Fax: 410-269-7940

USO-GRAM PROGRAM OFFICE (e-mail to the fleet)

703-934-8130

10089 Lee Highway
Fairfax, VA 22030-1734

USO WORLD HEADQUARTERS

Washington Navy Yard
1008 Eberle Place S.E., Suite 301
Washington Navy Yard, DC 20374-5096

1-800-USO-SHOW

(876-7469)

WIFELINE ASSOCIATION (Navy)

Washington Navy Yard, Building 172

901 M Street

Washington, DC 20374-5067

202-433-2333

DSN 288-2333

www.persnet.navy.mil/wifeline/journal/welcome.htm

VOLUNTARY EDUCATION

Director, Voluntary Education

2 Navy Annex, Room 3401

Washington, DC 20370

(703) 693-0181

DSN 223-0181

Fax (703) 693-0109

www.navycollege.navy.mil

VOTING ASSISTANCE INFORMATION

DOD Voting Information Center (VIC)
(24 hour recorded service information)

DSN 223-6500

202-693-6500

Personnel Administration Reference Index

SUBJECT	DIRECTIVE	SUBJECT	DIRECTIVE
"A" SCHOOLS	TRANSMAN	CHAPLAINS (Religious ministries in the Navy)	OPNAVINST 1730. 1(Series)
ABSENTEES	MILPERSMAN	CHILD CARE	SECNAVINST 5300. 32(Series)
Collection Unit Staff	ENLTRANSMAN		OPNAVINST 1700. 9(Series)
ACADEMY	NAVPERS 15878	CHILD SUPPORT	SECNAVINST 7200. 16(Series)
	OPNAVINST 1531. 4(Series)	CITIZENSHIP	
ACCELERATED ADVANCEMENT	MILPERSMAN	Requirements for initial appointment	
ACCEPTANCE OF GIFTS	SECNAVINST 4001. . 2(Series)	into USN/USNR Verification of date	
ACCREDITATION	CNETINST 1500. 15(Series)	for Foreign Nationals	MILPERSMAN
ACTIVE DUTY BASE DATE	MILPERSMAN	CLAIMS	
ADVANCE PAY	MILPERSMAN	Personal Property	JAGMAN
ADV ELEC FLD/ADV TECH FLD PROG	MILPERSMAN	Hospitalization	VA 21-526F
ADVANCEMENT IN RATE	BUPERSINST 1430. 16(Series)	CLASSIFICATION	
Bibliography for Advancement Study	NAVEDTRA 10052	Enlisted	MILPERSMAN
List of Courses	NAVEDTRA 10061	Officer	*NAVPERS 15839
Occupational Standards	NAVPERS 18068	CLEMENCY	SECNAVINST 5815. 3(Series)
Recommendation for	MILPERSMAN	CLOTHING (Monetary Allowance)	MILPERSMAN
Specific Cycle	BUPERSNOTE 1418		PAYPERSMAN
After reduction in rate	MILPERSMAN		MILPERSMAN
Command Advancement Program (CAP)	BUPERSINST 1430. 17(Series)	COAST GUARD APPOINTMENTS	*NAVPERS 15878
AIRCREWMAN PROGRAM	ENLTRANSMAN	COLLEGE	CNETINST 1560. 3(Series)
ALIENS		Tuition Assistance	OPNAVINST 1520. 24(Series)
Marriage/Naturalization	MILPERSMAN	Scholarship Program	BUPERSINST 1520. 106(Series)
ALCOHOLISM/ALCOHOL ABUSE	OPNAVINST 5350. 4(Series)	COLLEGE DEGREE PROGRAM (Officer)	BUPERSINST 1430. 17(Series)
	SECNAVINST 5370. 5(Series)	COMMAND ADVANCEMENT PROGRAM (CAP)	OPNAVINST 5351. 1(Series)
	MILPERSMAN	COMMAND INDOCTRINATION	MILPERSMAN
ALLOTMENTS	CNETINST 5530. 2(Series)	COMMAND SPONSORSHIP	MILPERSMAN
ANTI-TERRORISM	SECNAVINST 1752. 4(Series)	COMMUTED RATIONS (COMRATS)	DODPM
ASSAULT (PREVENTION)	ENLTRANSMAN		*NAVPERS 15878
ATTACHE DUTY	SECNAVINST 1520. 7(Series)	COMPARATIVE OCCUPATIONS	MILPERSMAN
ATTORNEYS		CONGRESSIONAL CORRESPONDENCE	MILPERSMAN
AUTOMOBILES		CONSCIENTIOUS OBJECTORS	MILPERSMAN
Insurance/Ship ment	MILPERSMAN	CONSECUTIVE OVERSEAS TOURS	MILPERSMAN
Registration and Marking	OPNAVINST 5560. 10(Series)	CONSTRUCTIVE SERVICE	MILPERSMAN
AVIATION OFFICER CANDIDATE (AOC)	MILPERSMAN	CONVERSION IN RATING	MILPERSMAN
AWARDS	MILPERSMAN	CORRECTIONAL CUSTODY UNITS	SECNAVINST 1640. 7(Series)
	SECNAVINST 1650. 1(Series)	CORRESPONDENCE MANUAL	SECNAVINST 5215. 5(Series)
BALLOTS (Absentee)	MILPERSMAN	COST OF LIVING ALLOWANCE - OVERSEAS	MILPERSMAN
BASIC ALLOWANCE FOR QUARTERS (BAQ)	MILPERSMAN	COURTS-MARTIAL	JAGINST 5800. 7(Series)
	PAYPERSMAN	CRISIS MANAGEMENT	SECNAVINST 3006. 1(Series)
	DODPM	CUSTOMS	MILPERSMAN
			JAGMAN
BASIC ALLOWANCE FOR		Inspection Procedures	OPNAVINST 5840. 2(Series)
SUBSISTENCE (BAS)	MILPERSMAN	DATA CARDS (Officer)	MILPERSMAN
	PAYPERSMAN		*NAVPERS 15839*
	DODPM	DEATH GRATUITY	MILPERSMAN
BASIC SKILLS IMPROVEMENT			*NAVPERS 15878
Fundamental Skills Program	CNETINST 1560. 3(Series)	DEBIS (Failure to pay)	MILPERSMAN
BENEFICIAL SUGGESTIONS	OPNAVINST 5000. 48(Series)	DECOMMISSIONING	ENLTRANSMAN
BLOOD PROGRAM	OPNAVINST 6530. 4(Series)	DEEP FREEZE (Arctic Expedition)	ENLTRANSMAN
	OPNAVINST 6530. 2(Series)	DEFENSE ACTIVITY FOR NON-TRADITIONAL	
BD FOR CORRECTION OF NAVAL RECORDS	MILPERSMAN	EDUCATION SUPPORT (DANTES)	CNETINST 1560. 3(Series)
BONUS (Reenlistment)	OPNAVINST 1160. 6(Series)	DEFINITIONS (Military)	JCS PUB-1
Entitlement/Recoupment	DODPM	DEMONSTRATIONS	
BRIGS	MILPERSMAN	Participation of Civil Rights/Political	MILPERSMAN
	SECNAVINST 1640. 9(Series)	DEPENDENCY STATUS FOR WOMEN	
BRIG UNIT STAFF	ENLTRANSMAN	Separation Request	MILPERSMAN
BROADCASTING (ARMED FORCES		DEPENDENTS/FAMILY MEMBERS	
RADIO & TELEVISION)	SECNAVINST 1700. 10(Series)	Annual Certificates	MPP 30226
BROADENED OPPORTUNITY FOR OFFICER		Applications for:	
SELECTION AND TRAINING (BOOST)	OPNAVNOTE 1500	Allowances	MILPERSMAN
	MILPERSMAN	Command Sponsorship Overseas	MILPERSMAN
BROKEN SERVICE	MILPERSMAN	Cruises	OPNAVINST 5720. 2(Series)
CAREER COUNSELOR PROGRAM		ID Cards	MILPERSMAN
Assignment	ENLTRANSMAN	Scholarships/Schooling	BUPERSINST 1750. 10(Series)
Career Counseling and			MILPERSMAN
Retention Team Manual	*NAVPERS 15878		OPNAVINST 1520. 24(Series)
CAREER REENLISTMENT OBJECTIVES		Services provided	NMPCNOTE 1755
PROGRAM (CREO)	OPNAVINST 1160. 5(Series)	Student Travel	MILPERSMAN
CASUALTIES		Support by Member	MILPERSMAN
Casualty Assistance Calls Program (CACP)	MILPERSMAN	DECEDENT AFFAIRS BUMEDINST 5360. 22(Series)	MILPERSMAN
	OPNAVINST 1770. 1(Series)		
CHANGE IN RATE OR RATING	MILPERSMAN		
CHOICE OF DUTY REQUESTS	ENLTRANSMAN		
	*NAVPERS 15980		

<u>SUBJECT</u>	<u>DIRECTIVE</u>	<u>SUBJECT</u>	<u>DIRECTIVE</u>
DESERTERS	MILPERSMAN	FEDERAL EMPLOYEES	SECNAVINST 12298. 1(Series)
DEPENDENTS INDEMNITY COMPENSATION	ENLTRANSMAN	FEDERAL EXECUTIVE FELLOWSHIPS	OPNAVINST 1500. 72(Series)
	*NAVPERs 15878	FINANCIAL RESPONSIBILITY OF MEMBERS	MILPERSMAN
	USC TITLE 38	FIRST AID TRAINING	MILPERSMAN
	VA IS-1	FITNESS REPORTS	MILPERSMAN
DISABILITY			BUPERSINST 1610. 10(Series)
Findings and Actions/Pay/Retirement	MILPERSMAN		MILPERSMAN
DISCHARGES (SEE SEPARATIONS)		FLEET RESERVE	OPNAVINST 10126. 4(Series)
DISCRIMINATION COMPLAINTS	OPNAVINST 5354. 1(Series)	FLIGHT JACKETS	MILPERSMAN
	OPNAVINST 5354. 5(Series)	FLIGHT PAY	OPNAVINST 1542. 4(Series)
DISLOCATION ALLOWANCE (DLA)	MILPERSMAN	FLIGHT SURGEONS	MILPERSMAN
	ENLTRANSMAN	FLIGHT TRAINING	ENLTRANSMAN
DIVING PROGRAM	OPNAVINST 3150. 27(Series)	FOOD MANAGEMENT TEAM PROGRAM	MILPERSMAN
Duty	MILPERSMAN	FOREIGN LEAVE TRAVEL	BUPERS 1050. 11(Series)
Pay	MILPERSMAN		OPNAVINST 5370. 2B(Series)
DRUG ABUSE/ALCOHOL ABUSE PROGRAM	SECNAVINST 5300. 29(Series)	FRATERNIZATION	SECNAVINST 5720. 42(Series)
	MILPERSMAN	FREEDOM OF INFORMATION ACT (FOIA)	MILPERSMAN
	OPNAVINST 5350. 4(Series)	FROCKING POLICY	BUPERSINST 1430. 16(Series)
DRUG/ALCOHOL ABUSE COUNSELOR	ENLTRANSMAN 9. 2014		SECNAVINST 5340. 2(Series)
DRUNK DRIVING	SECNAVINST 5300. 29(Series)	FUND RAISING	MILPERSMAN
DUTY		GARNISHMENT OF MILITARY PAY	OPNAVINST 1500. 22(Series)
ADDU	MILPERSMAN	GENERAL MILITARY TRAINING (GMT)	MILPERSMAN
Assignment of MCPD, SCPD and CPD	ENLTRANSMAN	GENEVA CONVENTION CARD	CNETINST 1560. 3(Series)
DUINS	ENLTRANSMAN	GI BILL	*NAVPERs 15878
Exchange of	*NAVPERs 15980		SECNAVINST 4001. 2(Series)
	ENLTRANSMAN	GIFTS	SECNAVINST 1650. 1(Series)
With relative	ENLTRANSMAN	GOOD CONDUCT MEDAL	MILPERSMAN
Preferences	ENLTRANSMAN	Required marks for	OPNAVINST 1520. 23(Series)
	*NAVPERs 15980	GRADUATE EDUCATION (OFFICER)	
		GUARANTEED ASSIGNMENT RETENTION	ENLTRANSMAN
Preference and Personal Information		DETAILED (GUARD) III PROGRAM	*NAVPERs 15878
Card	MILPERSMAN		*NAVPERs 15980
Overseas	ENLTRANSMAN	HAZARDOUS DUTY	
	*NAVPERs 15980	Incentive pay for MILPERSMAN	OPNAVINST 6110. 1(Series)
Type Duty Criteria	ENLTRANSMAN	HEALTH AND PHYSICAL READINESS PROG	*NAVPERs 15878
EDUCATIONAL PROGRAMS	CNETINST 1560. 3(Series)	HEALTH BENEFITS	*NAVPERs 15891
EMERGENCY LEAVE	MILPERSMAN	Family Members/Dependents	OPNAVINST 1160. 5(Series)
EMPLOYMENT (Part time civilian)	MILPERSMAN	HIGH YEAR TENURE CONTINUATION	MILPERSMAN
ENERGY/ENERGY CONSERVATION	OPNAVINST 4100. 5(Series)	INFORMATION CARD (OPPIC)	SECNAVINST 1730. 7(Series)
Awards	SECNAVINST 4101. 1(Series)	HOLY DAYS/RELIGIOUS OBSERVANCE	
ENLISTED ADMIN SEPARATION	MILPERSMAN	HOME	
	DOD DIRECTIVE 1332. 14(Series)	Of record	MILPERSMAN
	SECNAVINST 1910. 4(Series)	Ports	OPNAVINST 3111. 14(Series)
ENLISTED CLASSIFICATION AND		HOMEOWNERS ASSISTANCE PRGM	SECNAVINST 11101. 70(Series)
OCCUPATION STANDARDS	*NAVPERs 18068	HOMEPORT CHANGE	ENLTRANSMAN
ENLISTED COMMISSIONING PROGRAM	OPNAVNOTE 1530	HONORABLE DISCHARGE	MILPERSMAN
	MILPERSMAN	HOSPITALIZATION	
ENLISTED EDUCATION ADVANCEMENT		Orders	ENLTRANSMAN
PROGRAM	OPNAVINST 1560. 8(Series)	Sick in Quarters	MILPERSMAN
ENLISTED PERFORMANCE	MILPERSMAN	HOUSEHOLD GOODS	JFIR
ENLISTED PRIORITY MANNING	OPNAVINST 1000. 16(Series)		*NAVPERs 15891
ENLISTED RETENTION PROGRAM	*NAVPERs 15878	Shipment and Storage	MILPERSMAN
ENLISTMENTS	MILPERSMAN	HOUSE HUNTING POLICY	MILPERSMAN
EQUAL OPPORTUNITY/		HOUSING	SECNAVINST 11101. 2(Series)
SEXUAL HARASSMENT	MILPERSMAN	Allowance	
	OPNAVINST 5354. 5(Series)	Overseas	MILPERSMAN
E. O. Manual /CMB	OPNAVINST 5354. 1(Series)	Variable (U. S.)	MILPERSMAN
EVALUATION SYSTEM	MILPERSMAN		SECNAVINST 7220. 82(Series)
	BUPERSINST 1610. 10(Series)		MILPERSMAN
EXAMINATIONS		IN-SERVICE PROCUREMENT	MILPERSMAN
Classification/ Retake of AS/AB	MILPERSMAN	(CWO / LDO)	BUPERSINST 1131. 1(Series)
EXCEPTIONAL FAMILY MEMBER (EFM)	SECNAVINST 1754. 5(Series)	(MEDICAL)	BUPERSINST 1131. 2(Series)
EXCESS LEAVE	MILPERSMAN	INSURANCE	
EXCHANGE OF DUTY (Swaps)	ENLTRANSMAN	Automobile	MILPERSMAN
	*NAVPERs 15980	Government (SGLI)	MILPERSMAN
EXECUTIVE TRAINING PROGRAM (ETP)	SECNAVINST 1520. 14(Series)		VA FORM 29- 8286
EXPLOSIVE ORDNANCE DISPOSAL	MILPERSMAN	Solicitation (Commercial)	SECNAVINST 1740. 2(Series)
EXTENSION OF REENLISTMENT	MILPERSMAN	Mortgage	DOD 1338. 4(Series)
FAMILY ADVOCACY PROGRAM	OPNAVINST 1752. 2(Series)	INSTRUCTOR DUTY	ENLTRANSMAN
	SECNAVINST 1752. 3(Series)	INTEGRITY AND EFFICIENCY	SECNAVINST 5350. 15(Series)
	SECNAVINST 11100. 7(Series)	INTELLIGENCE CLERKS	ENLTRANSMAN
FAMILY HOUSING	PAYPERSMAN	INVESTIGATIONS	JAGMAN Article 139
FAMILY SEPARATION ALLOWANCE (FSA)	DODPM	INTER-SERVICE TRANSFER	MILPERSMAN
	OPNAVINST 1754. 1(Series)	(Commissioned Officer)	SECNAVINST 1000. 7(Series)

SUBJECT	DIRECTIVE	SUBJECT	DIRECTIVE
JAG CORPS OFFICER PROGRAM	MILPERSMAN *NAVPERS 15878	NAVY TOTAL FORCE MANPOWER POLICY AND PROCEDURES	SECNAVINST 5760.14(Series)
JOINT STAFF BILLETS	MILPERSMAN	NEW CONSTRUCTION DUTY	OPNAVINST 1000.16(Series)
JUNIOR LINE OFFICER ADVANCED EDUCATIONAL PROG (BURKE PROGRAM)	OPNAVINST 1520.23(Series)	NO COST TRANSFERS	ENLTRANSMAN
JURISDICTION			ENLTRANSMAN
Non-judicial punishment	MCM XXVI JAGMAN 0101	NON COMPLIANCE WITH ORDERS	*NAVPERS 15980
JURY DUTY	SECNAVINST 5822.2(Series)	NON-JUDICIAL PUNISHMENT (NJP)	ENLTRANSMAN
LATERAL CONVERSION	MILPERSMAN	NOTARY PUBLIC	MCM XXVI
LAW EDUCATION PROGRAM	SECNAVINST 1520.7(Series)	NORMAL SHORE TOUR	JAGMAN 2503
LEAVE	MILPERSMAN	NUCLEAR PROGRAM	ENLTRANSMAN
LIBERTY	MILPERSMAN	Application for lateral transfer	MILPERSMAN
LIFE INSURANCE (SGLI ANNUAL REPORT)	NAVCOMPTINST 741.1(Series)	Nuclear Officers Incentive Pay	SECNAVINST 7220.65(Series)
LIMITED DUTY ASSIGNMENT (ENL)	MILPERSMAN	Nuclear Power Training Program	ENLTRANSMAN
LIMITED DUTY OFFICER PROGRAM	MILPERSMAN	Nuclear Propulsion Training	MILPERSMAN
	BUPERSINST 1131.1(Series)	NUCLEAR WEAPONS RELIABILITY PROGRAM (PRP)	SECNAVINST 5510.35(Series)
	BUPERSINST 1131.2(Series)	OATHS	JAGMAN 2502
LINK BULLETIN (ENLISTED)	SECNAVINST 1120.3(Series)	OBESITY	MILPERSMAN
LOST TIME	*NAVPERS 15980	OBLISERV REQUIREMENTS	ENLTRANSMAN
LTJG PROGRAM	MILPERSMAN	OFFICER CANDIDATE SCHOOL (OCS) PROG	OPNAVINST 1120.2(Series)
LUMP SUM PAYMENTS	SECNAVINST 1412.6(Series)	OCEANOGRAPHY GRADUATE EDUCATION	OPNAVINST 1520.31(Series)
Leave			OPNAVINST 1520.32(Series)
MAA DUTY	MILPERSMAN	OCCUPATIONAL STANDARDS (ENLISTED)	*NAVPERS 18068
	OPNAVINST 1440.2(Series)	OFF BASE HOUSING DISCRIMINATION	OPNAVINST 5354.1(Series)
	*NAVPERS 18068	OFFICER DATA CARD	*NAVPERS 15839
MAAG DUTY	ENLTRANSMAN	OFFICER MANPOWER MANUAL	*NAVPERS 15839
MAIL DIRECTIVES	OPNAVINST 5218.7B(Series)	OFFICER TRANSFER MANUAL	*NAVPERS 15559
MANPOWER AUTHORIZATIONS	OPNAVINST 1000.16(Series)	OFFICER PROMOTIONS	
MANAGEMENT INFORMATION		Promotion to LTJG	SECNAVINST 1412.6(Series)
SYSTEM (MAPMS)	*NAVPERS 15642	Selection Boards	SECNAVINST 1420.1(Series)
MARKSMANSHIP	OPNAVINST 3590.7(Series)	Special Boards	SECNAVINST 1401.1(Series)
MARRIAGE OUTSIDE CONUS	MILPERSMAN	Spot Promotions	SECNAVINST 1421.3(Series)
MASTER CHIEF PETTY OFFICER OF COMMAND/FLEET/FORCE	OPNAVINST 1306.2(Series)	OLMSTED SCHOLARSHIP PROGRAM	SECNAVNOTE 1520
	BUPERSINST 1401.2(Series)	OMBUDSMAN PROGRAM	OPNAVINST 1740.3(Series)
	SECNAVINST 1650.1(Series)		*NAVPERS 15183
MEDALS AND AWARDS	*NAVPERS 15878	OPEN RATES / SKILLS LIST	OPNAVINST 1160.5(Series)
MEDICAL CARE FOR ELIGIBLE PERSONNEL	BUPERSINST 1131.2(Series)	ORDERS	MILPERSMAN
MEDICAL ENLISTED COMMISSIONING PROG	MILPERSMAN	Standard Transfer Orders (STO) Enlisted	ENLTRANSMAN
MEDICAL SERVICE CORPS OFFICER PROG	MILPERSMAN	OVERSEAS ASSIGNMENTS	ENLTRANSMAN
MERCHANT MARINE APPOINTMENTS	MILPERSMAN		MILPERSMAN
MERITORIOUS MAST	MILPERSMAN		*NAVPERS 15878
MILITARY AFFILIATE RADIO SYSTEM (MARS)	SECNAVINST 2093.1(Series)		*NAVPERS 15980
MILITARY APPEARANCE	*NAVPERS 15665	PHOTOGRAPHS (OFFICER)	ENLTRANSMAN
	MILPERSMAN	PHYSICAL FITNESS/READINESS	MILPERSMAN
MILITARY TRAINING	OPNAVINST 1500.2(Series)	POLITICAL ACTIVITY	OPNAVINST 6110.1(Series)
MOBILE CONSTRUCTION BATTALIONS	OPNAVINST 5450.46(Series)	PREGNANCY STATUS	MILPERSMAN
MORALE	MILPERSMAN	Management	OPNAVINST 6000.1(Series)
	OPNAVINST 1700.7(Series)	Separation Request	MILPERSMAN
NATO COMMAND DUTY	ENLTRANSMAN	PREFERRED OVERSEAS DUTY	ENLTRANSMAN
NATURALIZATION	MILPERSMAN	PREPARATORY SCHOOLS	
NAVAL ACADEMY PROGRAM	MILPERSMAN	Naval Academy	OPNAVINST 1531.4(Series)
	OPNAVINST 1531.4(Series)	BOOST, Military/Air Force Academies	MILPERSMAN
NAVAL FLIGHT OFFICER CANDIDATE PROG	*NAVPERS 15878	PRIVACY ACT	SECNAVINST 5211.5(Series)
	MILPERSMAN	PROFESSIONAL GROWTH CRITERIA	OPNAVINST 1160.5(Series)
NAVAL RESERVE PROGRAM	*NAVPERS 15878	PROJECTED ROTATION DATE (PRD)	ENLTRANSMAN
NAVAL RESERVE OFFICERS TRNG CORPS	MILPERSMAN	PROG FOR AFLOAT COLLEGE EDUC	ONETINST 1560.3(Series)
	OPNAVNOTE 1533		*NAVPERS 15878
	NAVSUP 2002	PUBLIC AFFAIRS	SECNAVINST 5720.44(Series)
NAVY CAMPUS	OPNAVINST 1560.9(Series)	QUAL QUESTIONNAIRE (OFFICER)	MILPERSMAN
NAVY CORRESPONDENCE (MANUAL)	SECNAVINST 5216.5(Series)	QUOTAS (SCHOOL)	ENLTRANSMAN
NAVY ENLISTED CLASSIFICATION (NEC)	*NAVPERS 18068E	RAPE HANDLING	OPNAV 1752.1(Series)
NAVY ENLISTED OCCUPATIONAL CLASSIFICATION SYSTEM	OPNAVINST 1223.1(Series)	Investigations	OPNAV 1754.1(Series)
NAVY EQUAL OPPORTUNITY MANUAL	OPNAVINST 5354.1(Series)	Victim & Witness Assistance	SECNAVINST 5520.3(Series)
NAVY FEDERAL EXECUTIVE FELLOWSHIP AND SECRETARY OF DEFENSE FELLOWS PROGRAM 2000-2001	OPNAVNOTE 1560	RECORDS	SECNAVINST 5800.11(Series)
NAVY OFFICER MANPOWER AND PERSONNEL CLASSIFICATION MANUAL	*NAVPERS 15839	Disposition of Other	SECNAVINST 5212.5(Series)
NAVY RELIEF SOCIETY	MILPERSMAN	RECOUPMENT OF BONUS	MILPERSMAN
		RECRUITING DUTY	ENLTRANSMAN
		REDUCTION IN RATE	MILPERSMAN
		REENLISTMENT	

<u>SUBJECT</u>	<u>DIRECTIVE</u>	<u>SUBJECT</u>	<u>DIRECTIVE</u>
Bonus	PAYPERSMAN	orders/Identification cards/	
Ceremony	MILPERSMAN	Service records	MILPERSMAN
Certificate	*NAVPERS 15182	Officer Fitness Reports	BUPERSINST 1610. 10(Series)
CRED	OPNAVINST 1160. 5(Series)	SINGLE PARENT POLICY	OPNAVINST 1740. 4(Series)
	MILPERSMAN	SOCIAL SECURITY SYSTEM	
	ENLTRANSMAN	Coverage	MILPERSMAN
Incentives	*NAVPERS 15878		*NAVPERS 15878
RELIGIOUS SERVICES	MILPERSMAN	Military Personnel ID Number (SSN)	MILPERSMAN
	OPNAVINST 1730. 1(Series)	SOLE SURVIVING SON/DAUGHTER	MILPERSMAN
REQUESTS FOR TRANSFER AND SPECIAL DUTY	ENLTRANSMAN	SOLICITATIONS	
	MILPERSMAN	Commercial	MILPERSMAN
RESIGNATION (OFFICER)	MILPERSMAN	SPONSOR PROGRAM	OPNAVINST 1740. 3(Series)
	SECNAVINST 1920. 6(Series)	STATEMENT OF SERVICE	MILPERSMAN
RESTORATION OF RATE	MILPERSMAN	STRIKERS (IDENTIFICATION OF)	MILPERSMAN
RETENTION	OPNAVINST 1040. 8(Series)	STUDENT DEPENDENT TRAVEL	MILPERSMAN
RETIREMENT	MILPERSMAN	SUBMARINE DUTY	ENLTRANSMAN
Twilight Tour	ENLTRANSMAN		MILPERSMAN
ROTATION DATA CARDS	ENLTRANSMAN	SUBMARINE PAY	SECNAVINST 7220. 80(Series)
SAILOR OF THE YEAR (SOY) PRGM	OPNAVINST 1700. 10(Series)	SUBSPECIALTY (OFFICER)	OPNAVINST 1000. 16(Series)
SABBATH OBSERVANCE POLICY	MILPERSMAN		MILPERSMAN
SAFETY PRECAUTIONS	OPNAVINST 5100. 19(Series)		*NAVPERS 15839
SAFETY PROGRAM	OPNAVINST 5100. 8(Series)	SURFACE WARFARE OFFICER (SWO)	
	OPNAVINST 5100. 12(Series)	Designation and Requirements	OPNAVINST 1412. 2(Series)
	OPNAVINST 5560. 10(Series)	Requirements for Command	OPNAVINST 1412. 3(Series)
	MILPERSMAN	SURVIVAL TRAINING	MILPERSMAN
SAVINGS BONDS	SECNAVINST 5120. 3(Series)	SURVIVORS' BENEFITS	BUPERSINST 1750. 11(Series)
SCHOLARSHIPS		SUSPENDED SENTENCES	JAGMAN
Burke	OPNAVINST 1520. 18(Series)	SWAPS	ENLTRANSMAN
Family Members/Dependents	MILPERSMAN		*NAVPERS 15980
	*NAVPERS 15003	SWIMMING QUALIFICATIONS	MILPERSMAN
Scholarship Program	OPNAVINST 1520. 24(Series)	TARGETED "A" SCHOOL PROGRAM	
SEA DUTY COMMENCEMENT DATE (SDCD)	ENLTRANSMAN	(TASP) TAR PROGRAM	MILPERSMAN
SEA PAY	MILPERSMAN		ENLTRANSMAN
	PAYPERSMAN		SECNAVINST 5840. 8(Series)
SEA/SHORE ROTATION	ENLTRANSMAN		MILPERSMAN
SECNAVFINND AND DISLOCATION ALLOW	MILPERSMAN	TAXES, LIABILITY	
	ENLTRANSMAN	TEMPORARY DUTY TRAVEL ENTITLEMENT	
SECURITY PROGRAM	MILPERSMAN	TRANSFER OF AN OFFICER FOR	
	DODINST 5200. 1(Series)	MEDICAL TREATMENT	MILPERSMAN
Clearance Requirements	SECNAVINST 5521. 7(Series)	TRANSFER / REDESIGNATION	MILPERSMAN
Criteria for personnel in PRP	MILPERSMAN	Lateral Transfer	MILPERSMAN
SELECTIVE CONVERSION AND REENL	OPNAVINST 5510. 1(Series)	LDO and CWO Redesignation within	
(SCORE) PROGRAM		own community	MILPERSMAN
	MILPERSMAN	Permanent and Temporary	MILPERSMAN
	*NAVPERS 15878	LDO Redesignation	MILPERSMAN
	*NAVPERS 15980	TRANSITION ASST MANAGEMENT	
SELECTIVE REENLISTMENT BONUS (SRB)	OPNAVINST 1160. 6(Series)	PROGRAM (TAMP)	OPNAVINST 1900. 2(Series)
	PAYPERSMAN	TRANSPORTATION	
	*NAVPERS 15878	Emergency leave travel	MILPERSMAN
SELECTIVE TRAINING AND	MILPERSMAN	Mode of in execution of orders	MILPERSMAN
REENLISTMENT (STAR) PROGRAM	*NAVPERS 15878	Travel and Foreign Leave	BUPERSINST 11050. 11(Series)
	*NAVPERS 15980	TRUTH IN LENDING ACT	
SEPARATIONS (ENLISTED)		Credit Disclosure Requirements	MILPERSMAN
Acknowledgement of Service	MILPERSMAN	TWILIGHT TOURS	ENLTRANSMAN
Recruits, 'A' School, Apprenticeship Training	BUPERSINST 1900. 8(Series)		MILPERSMAN
Other	MILPERSMAN	UDT, SEAL AND EOD DUTY	ENLTRANSMAN
Preseparation Processing	ENLTRANSMAN	UNIFORM CODE OF MILITARY JUSTICE	
Separation Leave	MILPERSMAN	Explanation of certain provisions	MILPERSMAN
Types of Discharge	MILPERSMAN	UNIFORMED SERVICES HEALTH BENEFITS	*NAVPERS 15878
SEPARATIONS (OFFICER)			*NAVPERS 15891
Acknowledgement of service	MILPERSMAN	UNIFORMED SERVICES UNIVERSITY	
Other	MILPERSMAN	OF THE HEALTH SCIENCES	SECNAVINST 1500. 8(Series)
SERVICE RECORDS (SEE RECORDS)		UNIFORMS; WEARING OF	*NAVPERS 15665
SERVICE SCHOOLS	ENLTRANSMAN	UNPLANNED LOSS REPORT (UPLR)	ENLTRANSMAN
	BUMEDINST 1510. 19(Series)	UNRESTRICTED LINE OFFICER CAREER	
SERVICEMAN'S GROUP LIFE INS (SGLI)	MILPERSMAN	PLANNING GUIDE BOOK	*NAVPERS 15197
SEVERANCE PAY	MILPERSMAN	URINALYSIS PROGRAM	OPNAVINST 5350. 4(Series)
SEXUAL HARASSMENT	OPNAVINST 5354. 1(Series)	VARIABLE HOUSING ALLOWANCE (VHA)	MILPERSMAN
	SECNAVINST 5300. 26(Series)	VERIFICATION OF SERVICE RECORD	MILPERSMAN
	ENLTRANSMAN	VOLUNTARY EDUCATION PROGRAMS	ONEINST 1560. 3(Series)
SHORE TOURS	MILPERSMAN	VOTING	MILPERSMAN
SHORE PATROL	ENLTRANSMAN	WAR COLLEGES	MILPERSMAN
		WOMEN (ENLISTED)	ENLTRANSMAN
SIGNATURES		Assignment of	SECNAVINST 1300. 12(Series)
Discharge certification/separation			

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name

Name

Street/Suite

Street/Suite

City,State,Zip

City,State,Zip

DSN/Comm

DSN/Comm

Email

Email

Name

Name

Street/Suite

Street/Suite

City,State,Zip

City,State,Zip

DSN/Comm

DSN/Comm

Email

Email

Name

Name

Street/Suite

Street/Suite

City,State,Zip

City,State,Zip

DSN/Comm

DSN/Comm

Email

Email

Name

Name

Street/Suite

Street/Suite

City,State,Zip

City,State,Zip

DSN/Comm

DSN/Comm

Email

Email

Name

Name

Street/Suite

Street/Suite

City,State,Zip

City,State,Zip

DSN/Comm

DSN/Comm

Email

Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City, State, Zip	City, State, Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

ADDRESS/PHONE DIRECTORY

Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email
Name	Name
Street/Suite	Street/Suite
City,State,Zip	City,State,Zip
DSN/Comm	DSN/Comm
Email	Email

LOCAL NUMBERS

Quartermaster	
Command Master Chief	
Department Head	
Division Officer	
Leading Chief Petty Officer	
Leading Petty Officer	
Admin/Personnel Office	
Cmd Managed Equal Opportunity	
Cmd DAPA	
Medical	
Dental	
Safety	
Legal	
Dept.	
Dept.	
Dept.	
Dept.	
Dept.	

NAVAL LEADER MONTHLY PLANNER 2002
FEEDBACK QUESTIONNAIRE

Feedback is necessary to ensure continuous improvement and the future existence of this publication. Please complete the following questionnaire, feel free to add comments. Fold the survey and apply a small piece of tape to seal. U. S. postage is NOT required. Your Administrative Office personnel or Postal Clerk may affix official postage or metered mailing strip. Feedback may also be sent in electronically to the Editor, Naval Leader Planner at the following e-mail address:

dawn-s.mason@cnet.navy.mil

1. What type of command/unit are you assigned to (i.e., destroyer, submarine, aviation squadron, naval hospital, special unit, etc.)?

2. What is your title/position within your command (i.e. Division Officer, Leading Petty Officer, Executive Officer, Shop Supervisor, etc.)?

3. What is your rating/rank?

4. How useful is the Navy Leader Planner to you in your leadership role?
(On a scale from 1 to 10,10 being most useful)?

5. Please list recommendations for improvement and/or comments:

Optional Information:

Name: _____

Command Address: _____

DSN/E-mail address: _____

(Fold and tape to seal)

DEPARTMENT OF THE NAVY
CHIEF OF NAVAL EDUCATION AND TRAINING
ATIN LEAD22A/EDITOR NAVAL LEADER PLANNER
250 DALLAS ST
PENSACOLA FL 32508-5220

OFFICIAL BUSINESS

CHIEF OF NAVAL EDUCATION AND TRAINING
ATIN EDITOR NLP 2002 CNET LEAD22A
250 DALLAS ST
PENSACOLA FL 32508-5220

FOLD ALONG DOTTED LINE

FOLD ALONG DOTTED LINE

IF FOUND, PLEASE RETURN TO:

**2002 Naval Leader Monthly Planner
NAVEDTRA 38218
NSN 0115-LF-984-6200**

Please Recycle

